

USAID/UGANDA

RESULTS REVIEW AND RESOURCE REQUEST (R4)

April 2001

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OVERVIEW AND FACTORS AFFECTING PROGRAM PROGRESS

Strategy Summary Progress: The performance of USAID/Uganda's program continued on an upward spiral as all elements of our strategy achieved, and in some cases exceeded, expected results. In 2000, the Mission conducted internal and external reviews and evaluations of all aspects of our program. The Mission and Agency goals are consistent with, and supportive of, U.S. national interests, as defined in the Mission Performance Plan, of supporting broad-based growth, democracy and global issues such as population, HIV/AIDS and other infectious diseases, health, basic education and environment. During the 1997-2001 strategy period, USAID/Uganda provided support and sustained outstanding results in assisting Uganda to reconstruct its economy and social and political infrastructure. Our programs have improved the standard of living of Uganda's citizens. In support of Uganda's plan to alleviate poverty, USAID will be submitting an Integrated Strategic Plan (ISP) that builds upon the successes of the current program, and provides synergies designed to impact upon the current issues in Uganda.

Significant Changes: In 2001, USAID/Uganda will complete development of a new strategy for the FY 2002-2007 period. The concept paper was submitted in September 2000 and approved in October. The Mission's new strategy will be submitted in May 2001 for USAID/W review and approval. As we approach the end of the current 5-year planning period, development challenges remain in the sectors in which we work: poverty alleviation, human capacity development and conflict mitigation. Therefore, we will continue working in these sectors, using an integrated, more synergistic approach.

Major 2000 Program Achievements: Four years into USAID/Uganda's strategy, we continue to achieve impressive results that fully validate our program. *Economic Growth:* For the first time in three years, national data are available to demonstrate progress against key indicators at the SO level. Results of the Uganda National Household Survey (UNHS) show that mean real consumption per capita grew by 22% between 1997 and 2000, and that the proportion of Ugandans unable to meet their basic consumption requirements declined from 44% to 35%. Average rural monthly income has increased from Ush 20,747 to Ush 27,089 nominally yielding a growth rate of over 8% when adjusted for inflation. *Environment:* There was a marked increase in the land base under improved management with 19 protected area management plans now in place. Implementation of these plans is in process and will continue in FY 2001. *Primary Education:* USAID's policy dialogue agenda has led to increased equity in primary schools under Uganda's Universal Primary Education Program. Prior to UPE, net primary enrollment among the poorest Ugandans was only 50%, compared to 82% among the well-to-do; by 2000, differences in enrollment based on income had virtually disappeared, and the number of children from poor households in primary school had more than doubled. *Reproductive Health/HIV/AIDS:* In USAID-supported districts, interventions have contributed to a 43% increase in Couple Years Protection (CYP) from socially marketed family planning methods, showing a positive change in behavior. HIV prevalence, a major socio-economic threat to Uganda, has shown an overall decline from 30% to less than 10%. *Democracy and Governance:* USAID's decentralization program brought two pilot districts to a level of competence in planning and budgeting that allowed them to qualify for the World Bank's Local Government

Development Program well ahead of schedule allowing them to access significant resources. In Parliament, a USAID-supported Budget Office was opened and functioning in time to analyze the 2001/2 budget. *Northern Uganda*: The number of sustainable development activities in the ten target districts increased from 27 in 1999 to 32 in 2000. During 2000, a pilot program in Gulu and Kitgum involving local authorities, religious and traditional leaders and civil society, had reached out with messages of peace and reconciliation to all 49 sub-counties in both districts.

Country Factors Influencing Program:

Economic Performance: Uganda's economy has maintained average annual GDP growth of 6.8% over the past seven years and inflation has been contained at 6-7%. However, severe terms of trade shocks over the past two years – petroleum (7% of imports) prices doubled and coffee (around 50% of goods exported) prices declined by 50% – reduced the annual growth rate to 5% over the past 18 months, although the inflation rate held steady. The exchange rate remained stable during FY1999/00 at around 1500 shillings to the US dollar, but since June 2000 the continued decline in coffee prices on world markets led to a 17% depreciation of the shilling, until Bank of Uganda intervention reversed that trend. Disciplined fiscal policy and tight monetary policy has allowed Uganda to continue to maintain macroeconomic stability in the face of these shocks. Tax revenues remain a problem, however, falling well short of expectations in FY1999/2000 (by around US\$80 million or 11% below projections). A moderate shortfall is projected for this fiscal year, but should be small enough to be easily managed.

The 1998/99 bank shakeout closed four domestic commercial banks and the unsuccessful privatization of Uganda Commercial Bank (UCB) resulted in a major loss of banking sector liquidity. Combined with tight monetary policy, bank lending to the private sector declined precipitously in 1999/00, causing domestic investment to stagnate. However, the firm response from the Bank of Uganda to strengthen bank supervision has made Uganda's banking system stronger today than it was two years ago. Scandal within the privatization process led to a Parliamentary investigation in 1998, reorganization of the privatization unit and amendments to the privatization law, all of which culminated in a re-energized privatization process that is back on-track, with successful privatization of Uganda Telecommunications Ltd. the main example.

The goal of Uganda's Poverty Eradication Action Plan (PEAP) is to eliminate mass poverty by 2017. During the mid-1990s the incidence of absolute poverty in Uganda declined from 56% to 44%. The recently completed 1999/2000 Uganda National Household Survey indicates a further decline in the incidence of poverty to 35%, although poverty in the conflict-ridden North actually increased. This is a remarkable performance, overall, and compares favorably with poverty reduction in Indonesia between 1970 and the onset of the financial crisis in 1997. Uganda was selected as the first country to receive debt relief under the initial Heavily Indebted Poor Country Initiative (HIPC) in April 1998 and the Enhanced HIPC Initiative in 2000. The GOU set up the Poverty Action Fund (PAF) in June 1998 to channel HIPC, other donor and GoU funds to poverty reduction activities, mainly primary education, primary health care, water and sanitation, rural roads, agriculture extension, and accountability agencies. The PAF provides a clear and transparent mechanism for monitoring by the donor and NGO communities. Some \$42 million in budgetary resources were freed up by HIPC debt relief in the FY1999/00 budget; with Enhanced HIPC, it is expected that just over \$86 million in HIPC debt relief will be made available to the PAF this fiscal year. Expenditures on line items currently included in the PAF increased from 17% of GOU domestic expenditures prior to the advent of HIPC debt relief, to 25% in FY1999/00; the 2000/01 budget projects a further increase to 30%. Total GOU domestic

expenditures for education increased from 2.9% of GDP in 1997/98 to 3.4% in 1999/00, and health expenditures increased slightly from 0.8% of GDP in 1997/98 to 0.9%. The FY2000/01 budget projects significant further increases: education expenditures are programmed to reach 3.7% of GDP and health expenditures 1.2% of GDP.

Political Developments: In June 2000, Ugandans went to the polls to choose between the current “Movement” system and a multiparty system. With only 51% of those eligible voting, the outcome was in favor of retaining a “movement” system. The International Foundation for Election Systems (IFES) poll data indicate that there were signs of a boycott by those feeling that the playing field was not level for “multi-partists” and that the vote was more in favor of President Museveni, whose popularity remains high, than the movement system itself. Presidential elections were held in March 2001 and Parliamentary will be held in June 2001 with local government elections to follow in 2002. The Presidential election was actively contested with 6 candidates, including the incumbent. Although it was generally accepted that the President would return to office, the level of competition is deemed a positive sign, while evidence of GOU fraud and intimidation in certain areas was not. Equally important are the races for Parliament where clearly it is no longer *a fait accompli* to be returned to office.

The GOU launched their “Government Strategy and Plan of Action to Fight Corruption and Build Ethics and Integrity in Public Office.” The plan, which was produced by the Directorate of Ethics and Integrity, with technical assistance from USAID, restates the GOU’s commitment to “zero tolerance” for corruption while acknowledging that corruption has been documented to be at a high level. Key priorities cited in the Plan included: strengthening the capacity of law enforcement agencies; strengthening the procurement system; and implementing public sector pay reforms, among others. The Plan encompasses actions by a wide range of anti-corruption actors and has served to leverage other donor commitments on this issue. The 2001 Consultative Group, scheduled for May, will take the issue up as one of its key topics.

Conflict continues to surround Uganda in the Great Lakes region. Internally, this is evidenced by active conflict and the existence of significant numbers of internally displaced persons or refugees in four geographical border areas – the North with Sudan, the West with the Democratic Republic of Congo, the Northwest with the DRC and Sudan, and the East with Kenya. None of these conflicts appear to have a short-term solution and continue to impact on the delivery of services to the local populations and the provision of assistance. This year active conflict in both the North and West increased, in comparison to last year, while conflict in the Northwest calmed, although the need to address the refugee issue continues.

Overall Prospects for Progress: The program’s prospects are extremely positive. Significant advances have been made under the Mission’s current strategy and the proposed new strategy with its realignment with the GOU’s PEAP has been well received by all of the Mission’s partners and should increase the impact and efficiency of the program. Economically, Uganda continues to be on track, although growth needs to increase and distribution of poverty needs to be addressed. Politically, Uganda has a stable and generally open political system – a key factor for development investment. The major limiting factor is the availability of adequate and appropriate resources, particularly in the critical areas of economic growth, democracy and governance and child survival.

STRATEGIC OBJECTIVE #1: Increased Rural Household Incomes (617-001)

Self-Assessment: Despite a major drought during the first growing season of 2000, SO1 interventions increased agricultural production and productivity, leading to market and export expansion. Increased sustainability of microfinance institutions, private sector development, and policy dialogue also contributed to the achievement of results. Overall, SO1 is meeting, and in some areas exceeding, expectations, increasing food security and reducing poverty in Uganda.

Summary: SO1 supports all of the objectives under USAID's goal of encouraging broad-based economic and agricultural development. The program contributes to three U.S. national interests in Uganda (MPP): greater economic prosperity, expanded U.S. trade, and humanitarian assistance. The expected result at the SO level is increased rural household income in targeted districts. Five intermediate results support the SO, focusing on commercial production of non-traditional agricultural exports and food crops; the dairy sector; financial services; business development; and the enabling environment. Ultimate customers include over 500,000 smallholder farmers and 350,000 micro-entrepreneurs.

Key Results: SO1 interventions at the farm and enterprise level have played a major role in poverty reduction through increased adoption of agricultural technology, greater access to finance, and off-farm micro-enterprise and small business expansion. For the first time in three years, data are available to demonstrate progress against key indicators at the SO level. Results of the Uganda National Household Survey (UNHS) show that mean real consumption per capita grew by 22% between 1997 and 2000, and that the proportion of Ugandans unable to meet their basic consumption requirements declined from 44% to 35%. Production of selected food crops increased dramatically as a result of USAID interventions, with edible oil production exceeding its target three-fold, cassava production reaching more than ten times the target, and beans 35% over target. Non-traditional agricultural export volumes (NTAEs) continue to expand and international buyers now recognize Uganda as a top competitor in the supply of cut flowers and other produce. Fresh fruit and vegetable exports were valued at \$3.65 million, surpassing the target of \$3.6 million, providing income to about 10,000 households. All branches of the former Coop Bank are back in business under new ownership, including six former USAID sponsored Coop Bank microfinance agencies, which were purchased by a private bank. Through innovative loan guarantee programs developed by USAID/Uganda, two commercial banks are now lending over Ushs.600 million (USD 374,000) to the agricultural sector and input vendors are expanding their sales of fertilizer and seeds to farmers. In FY 2000, the number of new savers exceeded 200,000, more than 60% over target. Finally, SO1 is playing an increasing role in assisting the GOU and private sector to bring clarity and focus to key issues of globalization, trade and tax policy, commercial justice sector reform, and export expansion.

Performance and Prospects: SO1 continues to deliver key development results: increased production and productivity, greater NTAE competitiveness, private sector expansion, increased access to financial services, and business development. If requested Economic Growth funding is not forthcoming, impacts on key economic reform issues such as trade policy, financial sector reform, and commercial justice reform, will be threatened.

Agricultural Food Crop Productivity and Market Development: SO1 partners continued to expand their technology transfer and outreach programs, reaching 500,000 farmers in 35 districts

in 2000, a 25% increase over 1999. More than 220,000 thousand farmers, 35% of them women, participated in 4,000 on-farm demonstrations promoting improved seed varieties, proper fertilizer use, integrated pest management, postharvest technologies and market information systems. Input sales were the best on record with over \$1 million of improved seed and fertilizer being sold through 178 stockists to 50,000 farmers through SO1's Agribusiness Training and Input Network (ATAIN) program. Adoption of improved seeds, fertilizer and farm management practices have reduced the cost of production for maize over the last three years from \$340 to \$140 per MT. A significant portion of these results is due to the development activities and funding of the Title II Cooperating Sponsors and the program's monetization proceeds. The Title II program also stimulated expanded production of sunflower seed for edible oil production in the northern districts by providing assistance to the Uganda Oilseeds Producers Association. The food security emphasis of the Title II program focused heavily on cassava, Uganda's most important food security crop, as cassava production continued to exceed expectations with a 17% increase over last year, and a nine-fold increase over the past two years. Postharvest losses and improper storage have been addressed for maize, beans and oilseeds. While sector-wide impact of postharvest technology has not yet been realized, farmers are purchasing grain dryers, small tillers, and threshers that are adapted to local conditions. Milk production interventions, focusing on efficient herd and pasture management, product diversification, food safety and environmental sustainability, have been introduced to over 110,000 households, up from 90,000 in 1999. Nevertheless, overall productivity did not increase significantly over last year due to the first season drought and a ban on importation of semen and livestock from Europe.

Non-Traditional Agricultural Export Expansion: The export volume of floriculture products, mainly roses and plant cuttings, met the target at 3,017 mt. However, the value of \$14.5 million was 20% below target due to devaluation, increased fuel costs, and border conflicts. Fresh fruit and vegetable exports exceeded the target at 3,500 MT with a value of \$3.65 million. Fresh chilies and green beans, which can be grown through outgrower schemes, contributed nearly 60% of the value of fruits and vegetables. Vanilla, which is a relatively new crop for Uganda, went from non-production to the world's third largest producer in just two years, filling a gap caused by storm damage to crops in Madagascar. The drought did affect vanilla production, but exports held steady at \$2.02 M. The value of papain and cocoa exports dropped by nearly \$4 million, due to rebel insurgency in production areas.

Micro-finance and Financial Sector Reform: SO1 will complete a five-year micro-finance program this year. A follow-on program is under design and will build upon the achievements thus far. USAID has provided training to over 60 (out of about 100) micro-finance institutions (MFIs) over the last several years, contributing to their long-term sustainability. In order to reach more people, and expand financial services, twelve MFIs were targeted with additional grants supporting operating costs, equipment and loan capital. The number of "best practices" MFIs using full-cost recovery interest rates and fees, with delinquency rates below 10% and loan losses under 5% of their portfolio, reached 14 – double the target. This year a quantum leap in savers and borrowers was realized (70% women) as a result of an innovative equity investment and deposit mobilization scheme with Centenary Bank. The number of new savers exceeded the target by over 60%; and the number of borrowers target – set for a cumulative amount – was surpassed by 50%. Three MFIs are expected to reach operational self-sufficiency by next year, covering all operational costs. A recent impact study of selected microfinance programs suggests that program clients are more likely than non-clients to improve their business, establish

new enterprises, increase their savings, and invest in their farms. USAID/Uganda also coordinated closely with other donors and the U.S. Treasury Department to improve the overall performance of the financial sector, by increasing the capacity and quality of central bank supervision through a training program for bank examiners. Additionally, a new loan guarantee instrument was developed with two commercial banks using PL 480 funds. In the first year of operation, the facility provided \$374,000 in loans with an average loan size between \$2,000 and \$11,000, and generated \$770,000 in total farm gate revenues with a 99.1% recovery on the loans.

Business Development and Policy Reform: SO1 has supported over sixty new firms in the NTAE sector with technical assistance and capacity-building. These firms have created over 4,000 new off-farm jobs, most of them filled by women. SO1's micro-finance and Title II programs have directly assisted over 350,000 micro-enterprises (70% women) and small businesses to become more profitable, increasing their prospects of becoming viable small business clients of the commercial banks. The policy focus in 2000 has been to help the GOU and private sector crystallize a strategy for prioritizing critical reforms to enhance competitiveness within the private sector development and export arenas. With leadership through the "Private Sector Donor Group" and extensive policy dialogue with the GOU and private sector, USAID has helped to forge a strong partnership between the private and public sectors that focuses attention on key policy, legal and regulatory issues confronting enterprises. Through our support, over 400 leaders in the private and public sector have received specialized awareness training on issues such as globalization, Uganda's interest in agricultural trade reforms; regional integration with Common Market for Eastern and Southern Africa (COMESA) and the East African Community; and the African Growth and Opportunity Act (AGOA). Efforts have also been initiated to comply with World Trade Organization (WTO) on issues such as quality standards for export products, positioning within agriculture negotiations, improvement of tax policy and administration, and far-reaching reforms in commercial justice. However, more progress needs to be made in these areas. USAID has played a key role in assisting the GOU to develop and formally adopt broad sectoral development frameworks for agriculture and competitiveness, for the first time setting out strategies and priorities for these sectors.

Possible Adjustments to Plans: The current Mission strategy ends in FY 2001. The Mission is currently working on an Integrated Strategic Plan (ISP) for FY 2002-2007. Future programming under the proposed new strategy will support the evolution of an environmentally sustainable and profitable agriculture sector, enhance competitiveness and economic diversification, and improve policy and institutional frameworks. FY 2001 will be the final year of obligation for this objective. The terminal date, however, has been extended to June 30, 2007 in order to provide for program transition. Due to the new ISP, the revised results framework and illustrative indicators submitted in last year's R4 have not been further elaborated.

Other Donor Programs: USAID is the largest bilateral donor in food aid/food security, agribusiness promotion and production of NTAEs, and micro-finance. The World Bank is the single largest donor in the sector. Others include: Private Sector: Austria & UNDP; Agriculture: Denmark & Great Britain; Agricultural Exports: EU, Italy and Sasakawa Global 2000.

Major Contractors and Grantees: **IR1:** Chemonics Intl, Nathan Assoc., Mississippi State University, Associates in Rural Development [Food Security/Title II]; ACDI/VOCA, World Vision, Africare, Technoserve, CARE & World Food Program; **IR2:** Land O'Lakes, Heifer Project Intl; **IR3/4:** MSI, ACDI/VOCA, FINCA & 11 local Micro-Finance Institutions (MFIs).

Performance Data Table

Objective Name: Increased Rural Household Income			
Objective ID: 617-001			
Approved: September 1997 Country/Organization: USAID/Uganda			
Result Name: I.R. 1.1 Increased Commercial Agricultural Production			
Indicator: Value of Selected Non-traditional Agricultural Exports			
Disaggregated By: crop			
Unit Of Measure: Millions of U.S. \$	Year	Planned	Actual (\$ million)
Source: Uganda Civil Aviation Authority, formal and informal exporters, Bank of Uganda, Relief Markets, commercial dealers and Famine Early Warning System (FEWS) project. Indicator/Description: The value of selected non-traditional agricultural exports (NTAE) Comments: <ol style="list-style-type: none"> This year, the value of maize exports has declined while the value of beans has improved slightly. Similarly, although production of beans has increased, due to a number of significant factors including price on the international market, supply in neighboring countries, price differentials, and domestic market dynamics, the export value was only slightly higher than last year. This year was dominated by the worst drought in over 25 years across the region resulting in increased opportunities for cross-border trade. In the first six months 56% (\$4.96 million) of maize exports were informal. Because of reduced relief markets within Uganda, and the regional drought in neighboring countries, more maize and bean exports were via cross-border (informal) sales, particularly to Kenya and Tanzania. There are three new rose farms and a high-tech facility for chrysanthemum cuttings under construction that should increase export earnings for flowers in 2001. This year, the value of high-value NTAEs, except fruits, vegetables and beans, fell short of Mission targets due to: <ul style="list-style-type: none"> Devaluation of the Dutch guilder against the U.S. dollar which has contributed to an almost 20-25% reduction in the value of flower exports (Holland provides the main market outlet for Ugandan flowers), although the volume of flowers has increased. A global increase in fuel prices effectively caused a 10% increase in freight rates, reducing FOB values by the same amount. War in the DRC and rebel activity in Bundibugyo had a major impact on papain, cocoa, and vanilla exports from border areas. Despite these problems, investment in floriculture, fresh vegetables and vanilla has increased significantly during the year, partly because of the depreciation of the Uganda shilling and an increased interest in agribusiness as a long-term earner of foreign exchange. Mission targets for Food Crop NTAEs have been revised. The revision is based on annual cross-boarder trade studies. The 1999 and 2000 studies show annual growth rates of about 17-20%. 	1995 (B)	Food Crops (total) Maize 23.00 Beans 16.15 High-Value NTAE (total) 8.90 Oil/Spices 2.24 Flowers 6.09 Fruits & Veg .63	39.15
	1996	Food Crops (total) Maize 17.82 Beans 16.10 High-Value NTAE (total) 13.84 Oil/Spices 2.42 Flowers 10.00 Fruits & Veg 1.42	33.92
	1997	Food Crops (total) Maize 11.00 Beans 5.00 High-Value NTAE (total) 22.36 Oil/Spices 4.71 Flowers 14.00 Fruits & Veg 2.05 Cocoa 1.60	16.00
	1998	Food Crops (total) 21.00 Maize 15.00 Beans 6.00 High-Value NTAE (total) 30.30 Oil/Spices 6.00 Flowers 18.80 Fruits & Veg 3.00 Cocoa 2.50	16.40
	1999	Food Crops (total) 26.00 Maize 18.00 Beans 8.00 High-Value NTAE (total) 36.59 Oil/Spices 7.45 Flowers 23.10 Fruits & Veg 3.54 Cocoa 2.50	21.04
	2000	Food Crops (total) 34.00 Maize 22.00 Beans 12.00 High-Value NTAE (total) 31.25 Oil/Spices 6.55 Flowers 18.00 Fruits & Veg 3.60 Cocoa 3.10	19.93
	2001	Food Crops (total) 23.70 Maize 13.70 Beans 10.00 High-Value NTAE (total) 34.40 Oil/Spices 7.20 Flowers 20.00 Fruits & Veg 4.00 Cocoa 3.40	23.18
	2002	Food Crops (total) 28.40 Maize 16.50 Beans 11.90 High-Value NTAE (total) 37.55 Oil/Spices 7.95 Flowers 21.50 Fruits & Veg 4.40 Cocoa 3.70	29.8
	2003	Food Crops (total) 34.13 Maize 20.63 Beans 13.50 High-Value NTAE (total) 41.35 Oil/Spices 8.76 Flowers 23.65 Fruits & Veg 4.84 Cocoa 4.10	28.0

Performance Data Table

OBJECTIVE: Increased Rural Household Income			
APPROVED: September 1997		COUNTRY/ORGANIZATION: USAID/Uganda	
RESULT NAME: I.R. 1.1 Increased Commercial Agricultural Production			
INDICATOR: Food crop production			
UNIT OF MEASURE: Milk litres ('000), s=sales; c=consumption Edible Oil: metric tons ('000) Maize, Beans; metric tons ('000) Cassava: metric tons ('000) SOURCE: USAID-funded activities 1. Milk: Heifer Project International (HPI), Land O'Lakes (LOL) 2. Edible Oil, Cassava: ACDI/VOCA Title II Program 3. Maize & Beans: IDEA Project, ACDI/VOCA, World Vision, Africare, Technoserve, WFP INDICATOR/DESCRIPTION: Production of selected food products COMMENTS: 1. Milk production surpassed targeted production due to favorable weather conditions in the second season in selected districts and an increased distribution of heifers on the local market. 2. The first growing season "A" is traditionally responsible for over 60% of annual maize and bean production. However, due to the short erratic rains experienced in season "A" of 2000, the season accounted for only 30% of the year's maize production and 40% of bean production. Season "B" contributed 70% and 60% respectively to the yearly production. 3. The production of sunflower, a dryland crop, has increased rapidly over the last year. Most of this increase is due to ACDI/VOCA (title II partner) support to the sector through the Uganda Oilseeds Processors and Producers Association. Although production in increasing, there is unmet demand for improved varieties. Thus, productivity (yield) increases are not yet being realized. 4. Though production and consumption of edible oil increased, the depreciation of the Uganda Shilling did not reflect the amount of increase in dollars. 5. Though production costs for maize decreased by \$200 per MT over the last three years, it did not translate into the projected production due to the drought. 6. ACDI/VOCA is in the process of getting a new 5-year DAP approved for FY02-06. In this DAP they are shifting gears and will no longer have heavy emphasis on cassava and edible oil production. The targets reflect this change.	YEAR	PLANNED	ACTUAL
	1996 (B)		Milk 11,730 Edible Oil 3.90 Cassava insign Maize 189.20 Beans 36.50
	1997	Milk 13,724 Edible Oil 3.60 Cassava 0.00 Maize 210.10 Beans 42.30	Milk 14,650 Edible Oil 3.70 Cassava .10 Maize 133.10 Beans 25.80
	1998	Milk 17,940 Edible Oil 4.50 Cassava 10.90 Maize 246.30 Beans 51.80	Milk 17,596 Edible Oil 4.40 Cassava 42.00 Maize 173.50 Beans 50.50
	1999	Total Milk 76,106 Milk (s) 50,000 Milk (c) 21,160 Edible Oil 5.60 Cassava 31.40 Maize 274.50 Beans 62.80	Total Milk 64,750 Milk (s) 46,072 Milk (c) 18,675 Edible Oil 9.60 Cassava 342.00 Maize 287.00 Beans 94.00
	2000	Total Milk 76,400 Milk (s) 53,600 Milk (c) 22,800 Edible Oil 5.60 Cassava 31.40 Maize 274.50 Beans 62.80	Total Milk 78,912 Milk (s) 60,832 Milk (c) 18,079 Edible Oil 17.70 Cassava 400.70 Maize 253.00 "A" – 74.50 "B" – 178.50 Beans 85.00 "A" – 33.80 "B" – 51.20
	2001	Total Milk 90,160 Milk (s) 65,660 Milk (c) 24,500 Edible Oil 18.00 Cassava 450 Maize 334.20 Beans 84.10	
	2002	Total Milk 103,680 Milk (s) 78,380 Milk (c) 25,300 Edible Oil 20.00 Cassava 10.00 Maize 368.00 Beans 95.00	
	2003	Total Milk 117,200 Milk (s) 91,100 Milk (c) 26,100 Edible Oil 22.00 Cassava 50.00 Maize 423.00 Beans 110.00	

Performance Data Table

OBJECTIVE: Increased Rural Household Income			
APPROVED: September 1997		COUNTRY/ORGANIZATION: USAID/Uganda	
RESULT NAME: I.R. 1.1 Increased Commercial Agricultural Production			
INDICATOR: Yield per hectare or per animal (productivity) for selected food products in targeted districts: Milk: Gulu, Hoima, Iganga, Kabale, Kabarole, Kampala, Kasese, Luwero, Masaka, Mbale, Mpigi, Mukono, Ntungamo, Pallisa, Rukungiri Edible Oil/Cassava: Iganga, Tororo, Mbale, Pallisa, Kumi, Soroti, Lira, Apac, Masindi, Nebbi, Arua, Luwero, Kamuli, Kapchorwa, Moroto, Mukono, Rakai, Mubende Maize, Beans: 35 districts			
UNIT OF MEASURE: Milk litres/animal Edible Oil: metric ton/hectare Maize, Beans; metric ton/hectare Cassava: metric ton/hectare SOURCE: USAID-funded activities 1. Milk: Heifer Project International (HPI), Land O'Lakes (LOL) 2. Edible Oil, Cassava: ACDI/VOCA, Uganda Oil Seeds Processors Association 3. Maize & Beans: IDEA Project, ACDI/VOCA, World Vision, Africare, Technoserve, WFP 4. Cassava: ACDI/VOCA Title II Program INDICATOR/DESCRIPTION: Yield per hectare or per animal of selected food products COMMENTS: 1. Milk production per animal did not increase due to the decline in quality of the local breeding stock. The long ban on importation of both semen and livestock since 1996 has been a factor. However, the ban on semen was lifted in 2000. 2. Traditionally, the first growing season "A" contributes over 60% of annual maize and bean production. However, due to the short erratic rains experienced in season "A" of 2000, maize yield in the second growing season "B" was triple that of season "A" and beans yield was 40% more than that of Season "A." 3. The production of sunflower, a dryland crop, has increased rapidly over the last year. Most of this increase is due to ACDI/VOCA (title II partner) support to the sector through the Uganda Oilseeds Processors and Producers Association. Although production is increasing, there is unmet demand for improved varieties. Thus, productivity (yield) increases are not yet being realized. 4. Weighted maize yield = $[(0.85 \times 0.60) + (2.625 \times 0.44)] = 0.476 + 1.155 = 1.631$ (where 0.85 and 2.625 were the yields for season A and season B respectively and 0.56 and 0.44 are the shares of the area under maize in first and second seasons respectively ie. 56% of the area under maize crop was in season A and 44% was in season B). 5. Weighted bean yield = $[(0.75 \times 0.60) + (1.05 \times 0.40)] = 0.45 + 0.42 = 0.87$ (the figure is 0.875, so it was rounded off to 0.88, implying about 350 kg per acre) Where: 0.75 and 1.05 were the yields for season A and season B respectively and 0.60 and 0.40 were the shares of the area under beans in first and second season respectively (ie. 60% of the area under beans crop was in season A and 44% was in season B).	YEAR	PLANNED	ACTUAL
	1996 (B)		Milk <2.00 Edible Oil 0.10 Cassava <1.00 Maize 1.80 Beans 0.90
	1997	Milk 10.00 Edible Oil 0.20 Cassava 8.00 Maize 1.90 Beans 0.90	Milk 10.00 Edible Oil 0.20 Cassava <1.00 Maize 1.20 Beans 0.50
	1998	Milk 11.00 Edible Oil 0.20 Cassava 9.00 Maize 2.00 Beans 0.80	Milk 15.00 Edible Oil 0.20 Cassava 10.00 Maize 1.90 Beans .90
	1999	Milk 15.00 Edible Oil 0.30 Cassava 11.00 Maize 2.10 Beans 0.90	Milk 15.10 Edible Oil 0.25 Cassava 25.00 Maize 2.13 Beans .95
	2000	Milk 16.00 Edible Oil 0.40 Cassava 12.00 Maize 2.20 Beans 1.00	Milk 15.10 Edible Oil 0.21 Cassava 25.00 Maize 1.63 "A" – 0.85 "B" – 2.63 Beans .88 "A" – 0.73 "B" – 1.05
	2001	Milk 17.00 Edible Oil 0.40 Cassava 25.00 Maize 2.30 Beans 1.00	
	2002	Milk 17.50 Edible Oil 0.40 Cassava 25.00 Maize 2.35 Beans 1.10	
	2003	Milk 18.00 Edible Oil 0.40 Cassava 25.00 Maize 2.40 Beans 1.00	

Performance Data Table

OBJECTIVE: Increased Rural Household Income			
APPROVED: September 1997		COUNTRY/ORGANIZATION: USAID/Uganda	
RESULT NAME: I.R. 1.3 Increased Use of Financial Services			
INDICATOR: Number of new and total borrowers and savers			
UNIT OF MEASURE: Number of individuals	YEAR	PLANNED	ACTUAL
SOURCE: Records of participating NGOs, Banks and MFIs	1994 (B)	Savers Borrowers	--- 9,100
INDICATOR/DESCRIPTION: Number of individuals who open savings accounts; and number of individuals with micro enterprises who borrow money from SO1 supported MFIs.	1995	Savers Borrowers	Savers 37,000 Borrowers 3,800
	1997	Savers 11,000 Borrowers 6,000	Savers 93,431 Borrowers 25,193
COMMENTS: 1. Data is aggregated from the following SO1-supported MFIs: (1) Foundation for Credit and Community Assistance (FOCCAS) (2) Uganda Agency for Development (UGAFODE) (3) Foundation for International Community Assistance (FINCA) (4) Centenary Rural Development Bank (CERUDEB) (5) Uganda Women’s Finance Trust (UWFT) (6) Uganda Micro-finance Union (UMU) (7) FAULU Uganda (8) Feed the Children Uganda (9) Micro-enterprise Development Network (MED-NET) (10) Volunteer Efforts for Development (VEDCO) (11) Uganda Women’s Efforts to Save Orphans (UWESO) (12) Cooperative Bank microfinance agencies (terminated) 2. A large increase in savers and borrowers was realized with the USAID-supported deposit mobilization program and equity investment by the Development Finance Corporation, and through Centenary Bank. 3. The SO1 microfinance program under the PRESTO Project’s Center for Micro Finance (CMF) ended in February 2001. Therefore, there are no targets set for 2002 and 2003. SO1 is currently designing a new micro-finance program (SPEED) planned to start up in March, 2001. 4. In 2000, a data quality assurance test revealed slightly different data from previous years’ reporting. This table was updated to reflect revised data from current and previous years.	1998	Savers 23,000 Borrowers 18,000	Savers: new = 83,463 total = 176,894 Borrowers: new = 40,026 total = 65,219
	1999	Savers 28,000 Borrowers 18,000	Savers: new = 45,598 total = 222,492 Borrowers: new = 27,413 total = 92,632
	2000	Savers: new: 131,213 Borrowers: total: 106,000	Savers: new = 212,187 total = 434,679 Borrowers: new = 68,013 total = 160,645

Performance Data Table

OBJECTIVE: Increased Rural Household Income			
APPROVED: September 1997		COUNTRY/ORGANIZATION: USAID/Uganda	
RESULT NAME: Increased Rural Household Income			
INDICATOR: Average rural household monthly expenditure in targeted regions (* SO level indicator)			
UNIT OF MEASURE: Uganda shillings	YEAR	PLANNED	ACTUAL
SOURCE: Uganda Bureau of Statistics, Uganda National Household Survey and monitoring surveys	1992/3 (B)		Central 54,296 Western 46,004 Eastern 46,137 Northern 38,643
	1995		Central 85,400 Western 57,958 Eastern 50,553
	1996	Central +7% Western +4% Eastern +6%	Central 90,723 (6.2%) Western 71,183 (22.8%) Eastern 65,414 (29.4%)
	1997	Central +7% Western +4% Eastern +6%	Central 95,723 (5.1%) Western 87,461 (22.9%) Eastern 84,478 (29.1 %)
COMMENTS: This is an additional table to the required four – complying with Section 1.A in the FY2003 R4 guidance. Actual figures are in Uganda shillings. Percentages are provided for comparative purposes. National data on increases in income are not available. Household expenditure is used as a proxy for income. The monitoring surveys were not conducted in 1998 and 1999, therefore comparable data are not available for those two years. Between 1997 and 2000, household expenditure increased by 22% at the national level. *The percentage increase covers a 3-year period.	1998	Central +7% Western +4% Eastern +6%	
	1999	Central +7% Western +4% Eastern +6%	
	2000	Central +7% Western +4% Eastern +6%	Central 146,500 (34.6%)* Western 115,600 (24.3%)* Eastern 110,200 (23.3%)*
	2001	Central +7% Western +4% Eastern +6%	
	2002	Central +7% Western +4% Eastern +6%	
	2003	Central +7% Western +4% Eastern +6%	

STRATEGIC OBJECTIVE #2: Critical Ecosystems Conserved to Sustain Biological Diversity and to Enhance Benefits to Society (617-002)

Self-assessment: The Mission's environment and natural resources (ENR) program is meeting performance expectations.

Summary: The environmental program directly supports three of the Agency's objectives for environment: conserving biodiversity (35%), sustainably managing natural resources (40%) and reducing the threat of global climate change (25%). It also supports the Mission's MPP by mitigating long-term threats to the global environment, and by improving Ugandans' standard of living through sustainable economic development. The SO is supported by three intermediate results that focus on ecosystem management, reduced pressure on critical areas and supportive frameworks for conservation. Ultimate customers are rural Ugandans, especially the residents of communities living in close proximity to protected areas and other threatened ecosystems.

Key Results: Two indicators far exceeded expectations. First, there was a marked increase in the land base under improved management with 19 conservation and area management plans in place, surpassing the target by almost 19%. Highlights include an Annual Operation Plan (AOP) for the Ajai Wildlife Reserve in Arua District, Northern Uganda, and an integrated watershed management plan for Kyantobi village in the Kigezi highlands of southwest Uganda. A second AOP was developed for the Queen Elizabeth Protected Area (QEPA) that identifies priority activities to be implemented in the coming year in community conservation, natural resource management and tourism. The activity aimed at improving the biophysical condition of biodiversity, by planting trees, exceeded the target by 35%. Targeted research and effective, participatory extension increased the number of farmers adopting conservation technologies. A watershed approach, adopted in the Kigezi highlands of southwest Uganda, serves as a model of conservation farming for improved rural livelihoods, and will be expanded during the coming year. A highlight in this area was an activity in which farmers out-planted nearly 561,000 mixed species of trees and shrubs on 187 hectares of erosive hill slopes. These plantings increased soil fertility, improved soil moisture and provided fodder, fuel and building materials. Cumulative plantings to date are nearly 1 million over target.

Performance and Prospects: In 2000, the SO2 program recorded a number of noteworthy achievements in support of Uganda's National Environmental Action Plan, Decentralization Statute and the Poverty Eradication Action Plan (PEAP). SO2 has transitioned from supporting planning and delivery of inputs, to delivery of outputs through the implementation of plans. If requested funding is not forthcoming, the environmental program will not achieve planned contributions to global warming, biodiversity conservation and natural resource improvements for agricultural productivity.

Ecosystem Management. USAID plays a key role in conserving Uganda's unique biological heritage. The QEPA General Management Plan (GMP) was formally approved, and lessons learned during its development aided the evolution of a more participatory process that was launched in Murchison Falls Conservation Area in mid-year. The COBS project, implemented under a BIOFOR Task Order, developed a new approach to annual operation planning, and introduced improved procedures of administration, budgeting and priority setting at the Protected Area level. This AOP process was adopted throughout the Uganda Wildlife Authority's

Protected Area system. SO2 contributed to the conservation of biodiversity by supporting improved management in the Virunga montane forests of Uganda- a section of a transboundary ecosystem stretching into the Democratic Republic of Congo (DRC) and Rwanda. Effective management in these forests sustains over one-half of the world's population of mountain gorillas. The gorilla population has increased from about 320 to about 355 individuals over the last ten years. Through grants to the International Gorilla Conservation Program, a fourth gorilla group was habituated in 2000 and was prepared for tourist viewing. The potential now exists for mountain gorilla tourism in Uganda to generate over USD 4.4 million in annual revenue to UWA. Despite civil unrest and insurrection in the north and east; the legacy of the Bwindi massacre of March 1999 and the outbreak of the Ebola virus in mid-year, which caused widespread cancellations of bookings; all eco-tourism revenues for UWA and the Forest Department increased by 30% over 1999 levels, and SO2-supported ecosystems showed a 46% increase in revenue. The revenue target, in dollars, was not achieved due to the depreciation of the Uganda shilling.

SO2 continued to collaborate with REDSO/GHAI in support of transboundary management of water hyacinth on Lake Victoria. The program began its biological control of the weed in Rwanda as colonies of weevils were released at nine sites in the Kagera river basin, a key Rwandan watershed draining to the Lake. Efforts to complete a regional Environmental Impact Assessment (EIA) for water hyacinth control among the three-nation East African Community (EAC-Uganda, Kenya and Tanzania) were realized at years end, when USAID, REDSO and partners – Clean Lakes, Inc. and the Africa Center for Technology Studies (ACTS) – intensified negotiations with the EAC to finalize terms of reference for the EIA.

Reduced Pressure. Outside protected areas, poverty and excessive population growth challenge conservation efforts. Nevertheless, SO2's investments in reducing pressure on critical ecosystems made important advances. Cumulative tree planting, which directly contributes to soil erosion control and conservation practices, surpassed its target for the fourth year in succession. The Agro-Forestry Research Network for Africa (AFRENA) was active in the montane agricultural zones of the Kigezi Highlands and in the lakeshore coffee-banana production systems in Mukono District near the Mabira Forest. AFRENA established a network of over 430 on-farm trials and nurseries that serve as farmer-selected research and extension sites on issues such as wood production, soil fertility enhancement, integration of high-value tree crops, increased fodder tree diversity, propagation of indigenous high-value tree species and increased local supply of tree germplasm. In collaboration with Africare and Heifer Project International (HPI), diffusion rates of AFRENA technologies are increasing and producing results in the Kigezi highlands as farmers establish fodder banks, boundary plantings, rotational woodlots to improve soil fertility in cultivated and fallow lands and grow trees on-farm to improve food security. A similar claim can be made in AFRENA's "east side" area of intervention surrounding the Mabira Forest where over 50 on-farm trials, testing and demonstrating improved fallows to enhance soil fertility and improved cultivars of mangos and avocados (over 96% survival rates), serve as farmer-operated testing and extension sites.

Supportive Framework. SO2's support for environmental justice and advocacy completed its first year, and two advocacy NGOs, Advocates Coalition for Development and Environment (ACODE) and the Uganda Wildlife Society (UWS), were particularly active. Of note was ACODE's leadership in drafting Uganda's Fisheries policy and UWS' leadership in convening a regional workshop on the implementation and enforcement of the "Convention on the

International Trade in Endangered Species of Wildlife Fauna and Flora" (CITES) in East Africa. One of the principal motivators for this conference was the widespread illegal trade in primates, especially Chimpanzees and Gorillas, in eastern and central Africa.

Support of a functional, effective, decentralized management framework for natural resources within Districts and in Protected Areas will accelerate in 2001 as we anticipate the completion of 42 environmental action plans (EAPs) in Bushenyi and Kisoro Districts. This is in direct support of the National Environmental Action Plan (NEAP) at the local level, and the Decentralization Statute. These EAPs will be used to prioritize and program resources stemming from non-sectoral conditional grants under the Plan for Modernisation of Agriculture and from UWA's revenue sharing program to sub-counties adjacent to Protected Areas; and serves as the framework for SO2's "landscape" approach to conservation and improved rural livelihoods.

Year's end saw the culmination of our efforts to assist in the evolution of the Environmental Conservation Trust of Uganda (ECOTRUST). USAID awarded ECOTRUST its first substantial contract to manage SO2's program of conservation grants to community-based organizations and performance has paved the way for USAID to use this indigenous PVO as a conduit and manager of more substantial resources that will support implementation of Protected Area management plans and EAPs outside of Parks and biodiversity reserves.

Possible Adjustments to Plans. The current Mission strategy ends in FY 2001. The Mission is currently working on an Integrated Strategic Plan (ISP) for 2002-2007. Future programming under the proposed new strategy will support the evolution of an environmentally sustainable and profitable agriculture sector, enhance competitiveness and economic diversification, including environmental products, and improve policy and institutional frameworks, including those affecting environmental management. FY 2001 will be the final year of obligation for this objective. The terminal date, however, has been extended to September 30, 2005 in order to provide for program transition. Several evaluations were performed in FY2000, which led to: 1) an extension of the Environmental Protection and Economic Development (EPED) project so it could solidify its results in Masindi District and expand into neighboring Nakasongola; 2) the quantification of local community benefits from eco-tourism; and 3) a revised work plan for our water hyacinth control activity. Evaluations planned for next year include the Agro-Forestry Research Network Africa (AFRENA) program, and the Environmental Accountability and ARD-COBS activities. A final review of the Water Hyacinth control project is also planned. The SO2 program will suffer from a 50 percent cut in its OYB for 2001 and the Mission will need to review the portfolio and adjust accordingly, greatly reducing program impact.

Other Donor Programs. The World Bank contributes to Capacity Building and Protected Area Management Sustainable Use (PAMSU), while the European Union supports Protected Area Assessment. The Government of Netherlands funds the Mghaniga and Bwindi Impenetrable Conservation Trust; and Germany is active in Murchison Falls National Park Management.

Major Contractors and Grantees: **IR1:** Associates in Rural Development (ARD), CARE, African Wildlife Foundation/International Gorilla Conservation Program (AWF/IGCP); **IR2:** ARD, CARE, IGCP, Uganda and the Uganda Community Tourism Association (UCOTA), ACDI/VOCA, and the International Center for Research in Agro-forestry (ICRAF); **IR3:** World Resources Institute, ACDI/VOCA.

Performance Data Table

Objective Name: SO 2: Critical Ecosystems Conserved			
Objective ID: 617-002			
Approved: 11/02/97		Country/Organization: USAID/Uganda	
Result Name: SO 2: Critical ecosystems conserved			
Indicator: 2.2: Critical ecosystems generate benefits and revenues—(*SO level indicator)			
Disaggregated By:			
Unit Of Measure: '000 US\$	Year	Planned	Actual
Sources: Uganda Wildlife Authority (UWA), Forest Department (FD), ECOTRUST, Int'l Gorilla Cons. Prog. Indicator/Description: Annual revenue generated from protected areas management and eco-tourism by Uganda Wildlife Authority and Forest Department Comments: 1. Baseline year corrected to 1991. 2. When 1998 revenues were calculated, the exchange rate was US\$1 = Ush. 1,200. The revenue for 1998 was Ush 2.35 billion. In 2000, revenue increased to Ush 3.003 billion, but depreciation of the shilling – to US\$1 = Ush. 1700 - reduced the revenue equivalent in dollars. Therefore, though there was an increase in revenue, by Ush. .653 billion, the depreciation of the Uganda Shilling translated to a dollar amount that did not reach the target. 3. Planned and actual figures adjusted to include Forest Department revenues.	1991 (baseline)		66
	1992		122
	1993		337
	1994		771
	1995		1,085
	1996		1,347
	1997	1,740	1,748
	1998	1,850	1,959
	1999	2,150	1,358
	2000	2,550	1,766
	2001	2,000	
	2002	2,225	
2003	2,550		

Performance Data Table

Objective Name: SO 2: Critical Ecosystems Conserved			
Objective ID: 617-002			
Approved: 11/02/97		Country/Organization: USAID/Uganda	
Result Name: SO 2: Critical ecosystems conserved			
Indicator: 2.3: Critical ecosystems managed rationally (with a plan that sets limits of acceptable use and/or allocates resources to sustain/improve the desired flow of benefits from the system)—(*SO level indicator)			
Disaggregated By:			
Unit Of Measure: Number Sources: Uganda Wildlife Authority (UWA), Forest Department (FD), Ministry of Local Gov't, COBS-Support Project Indicator/Description: Number of critical areas/ecosystems operating under integrated management plans or community resource agreements. Comments: During the year, management plans were developed for three critical areas/ecosystems. These included an Annual Operation Plan (AOP) for the Queen Elizabeth NP complex (QENP, Kyambura WR, Kigezi WR and Maramagambo FR. The fourth plan was developed by Aquatics/Clean Lakes in the Kagera transboundary watershed of Rwanda, Tanzania and Uganda (500 river km) and centered on rearing and monitoring weevil releases to control water hyacinth. The plans implemented have introduced improved procedures of administration, budgeting and priority setting at the Protected Area level.	Year 1990 (baseline)	Planned	Actual 3
	1995		5
	1996		7
	1997	7	7
	1998	9	10
	1999	12	15
	2000	16	19
	2001	35	
	2002	50	
	2003	70	

Performance Data Table

Objective Name: SO 2: Critical Ecosystems Conserved			
Objective ID: 617-002			
Approved: 11/02/97		Country/Organization: USAID/Uganda	
Result Name: IR 2.2: Pressure on critical ecosystems reduced			
Indicator: 2.2.1: Biophysical changes in landscape - trees			
Disaggregated By:			
Unit Of Measure: Number (cumulative millions)	Year 1995 (baseline)	Planned	Actual 1.5
Sources: ECOTRUST, AFRENA/AFRICARE), EPED. Indicator/Description: Trees planted in critical areas; Cumulative data from SO2-supported activities. Comments: There was a significant increase in the number of trees planted in 2000, so targets for 2001-2003 were revised to reflect more accurate estimates.	1996		1.7
	1997	1.8	1.89
	1998	2.0	2.03
	1999	2.2	2.67
	2000	2.4	3.23
	2001	3.75	
	2002	4.5	
	2003	5.5	

STRATEGIC OBJECTIVE #3: Quality Basic Education For An Increased Percentage of Ugandan Children (617-003)

Operating Unit Self Assessment: USAID/Uganda's program of support to primary education in Uganda is meeting, and in several areas exceeding, performance expectations. Now in its eighth year, the program has leveraged broad reforms in the sector that have made primary education both accessible and affordable for the majority of Ugandan children.

Summary: The SO3 program contributes directly to USAID's objective for expanded access to quality basic education, especially for girls and women, and furthers U. S. national interests through the MPP goal for sustainable economic development. At the SO level, USAID measures progress against increases in pupil enrollment and the proportion of pupils who complete the fourth and seventh year primary course. The SO is supported by five key intermediate results: availability of teachers and classrooms; quality of instruction; girls' educational participation; GOU budget support; and effective management of primary schooling by local administrations and civic organizations. Ultimate customers for SO3 are the 6.8 million Ugandan children currently enrolled in primary school, their teachers, and the households and communities of which they are a part.

Key Results: Uganda serves as a model for primary education sector reform in Africa, with USAID as a leading partner. This partnership, which has leveraged critical reforms through Non-Project Assistance (NPA) and which has brought other key donors into the framework of the Education Strategic Investment Plan (ESIP), continues to meet or exceed its targets. Primary enrollment again increased, reaching a new high of 6.8 million pupils. The net enrollment ratio now stands at 95% of all children aged 6-13 years, and the gap between boys' and girls' enrollment has declined to just 2%. The Universal Primary Education (UPE) policy of providing free primary education for four children per family has also succeeded in dramatically increasing enrolment among the poor. Prior to UPE, net primary enrollment among the poorest Ugandans was only 50%, compared to 82% among the well-to-do; by 2000, differences in enrolment based on income had virtually disappeared, and the number of children from poor households in primary school had more than doubled. Rural-urban differences in access to primary education have also been eliminated. Completion rates at fourth and seventh grade levels have also continued to increase, by 23% and 5% respectively, reflecting the large numbers of over-aged children and returned dropouts presently enrolled.

Performance and Prospects: SO3 has continued to demonstrate solid progress across all intermediate results. USAID funds leveraged \$400 million and donors have adopted USAID policy reforms and incorporated them into ESIP. USAID/Uganda has met all major policy objectives, and what is needed in the future is implementation support through technical assistance.

Availability of Primary Schooling. The GOU set out to add 24,000 teachers to the existing establishment of 90,000 during 2000, but was unable to meet this target due to an unexpectedly large number of teachers leaving public service for jobs at private schools or in other professions. It has been difficult to find qualified teachers to replace the ones who have left, and it is also difficult to attract qualified teachers for posts in disadvantaged areas of the country, such as

conflict zones. The shortage of trained teachers is being addressed by recruitment of competent retired teachers, high school graduates and newly graduated teachers, and by strengthened in-service training programs. The core teacher training colleges are also being upgraded through staff training and new technology. The 13,500 teachers who were recruited (in addition to the 90,000, but less 6,500 who have left to find other employment), and additional teachers currently being recruited, aim to decrease the pupil/teacher ratio in lower primary from 110:1 to 80:1 by the end of 2001.

Education Quality. The quality indicator at the SO level is completion rates at fourth and seventh grade levels. This indicator is no longer an appropriate indicator of quality because of the GOU policy of automatic promotion, coupled with the large numbers of out of school and over-age pupils who have returned to school under UPE. At the IR level, the Mission's key benchmark of quality is the proportion of schools that are part of the Teacher Development and Management System (TDMS). This program was originally intended to be limited in scope, but its phenomenal success led to its expansion and implementation throughout the country. During 2000, TDMS was further strengthened through the recruitment and training of over 600 key staff at primary teachers' colleges (PTCs) and coordinating centers.

During the year the PTCs themselves were reorganized to more effectively meet the demand for qualified teachers. The total number of PTCs was reduced to 45 from 67, in order to devote more resources to the best centers and provide quality training. Refurbished infrastructure, revised curriculum, and improved school materials for in-service and pre-service teacher training are now in use. The Institute of Teacher Education Kyambogo (ITEK), which trains PTC staff, has established more rigorous entry requirements and put a ceiling on the number of student teachers employed. In order to monitor the quality of education, the Ministry of Education and the Education Planning Department (EPD) have instituted a new policy framework for monitoring and evaluation.

Girls' Participation. As indicated in last year's report, the "Girls Can Do It" manual, a compilation of strategies to promote girls' performance and retention developed with USAID support, was launched nationwide during 2000. 11,000 copies of this manual were provided to all government-aided schools, district education offices and PTCs throughout the country. In addition, training programs have been held for tutors in 18 core PTCs on how to use the manual. These tutors have, in turn, trained their Coordinating Center Tutors (CCTs), who are responsible for working with their area schools to implement the strategies described in the manual.

With resources provided through the Education for Development and Democracy Initiative (EDDI), the Mission established the Ambassador's Girls' Scholarship and Mentoring Program in 2000. Implemented by the Forum for African Women Educationalists (FAWE), the Program has awarded 180 secondary school scholarships at 17 top-rated secondary schools around the country, supporting high-achieving students from poor families who otherwise would not be able to attend secondary school. The scholarships provide the girls with school fees, instruction materials and basic living expenses for the four years of their secondary education. The program also provides support and encouragement through a mentoring component.

Financial Support. In accordance with the policy reform agenda, agreed to between the GOU and USAID under the NPA program, the GOU has maintained a high level of budgetary support to primary education. In 2000, 31% of total recurrent budget resources were committed to the education sector, meeting the target, and 68% of education expenditure was allocated to primary

education, close to the target of 70%. The target for per pupil expenditure, set at \$24, was also met, even though the total number of pupils increased by 300,000.

Transparency and accountability in allocation and use of education funds at decentralized levels has also improved significantly. The proportion of UPE capitation grant resources actually reaching schools has improved to 90%. Expenditure guidelines are available at virtually all schools and by far the majority of schools (70%) are in compliance with them.

Technical Training and Institutional Capacity-Building. With the adoption of the Education Strategic Investment Plan (ESIP), the GOU, in partnership with a consortium of donors and other stakeholders, has successfully put into place a master plan for supporting and implementing UPE. The ESIP framework allows for the continuous monitoring of education activities as well as assessment of progress against jointly agreed-to conditionalities, or “undertakings”, which determine the release of donor resources that have been placed in a common fund. This is a remarkable achievement, which has put Uganda into a leadership position as far as education sector coordination and management are concerned.

The USAID-supported Connect-ED activity being implemented under the aegis of EDDI aims to enrich education by providing teacher training in computer skills, improvements to computer laboratories, and connectivity to PTCs around the country. This activity makes teaching curriculum more available and accessible, and improves the quality and effectiveness in delivery of primary teacher education in Uganda. In 2000, EDDI tutors in 4 PTCs were trained in basic computer literacy. Instructional technicians at ITEK are in the process of being trained in computer applications, in order to build capacity at the PTCs, and have also started in-putting the teaching curriculum into an internet site. In 2001, the Connect-ED activity will refurbish 6 PTC labs; set up computer laboratories at 10 new PTC sites; and assist in the development of a Professional Development Course for computer literacy. The impact of Connect-ED will extend into the community and also generate revenues for the PTCs as the computer facilities and internet connectivity will be accessible to the public on a fee for service basis.

Possible Adjustments to Plans: The current Mission strategy ends in FY 2001. The Mission is currently working on an Integrated Strategic Plan (ISP) for 2002-2007. Future programming under the new strategy will focus on improving the delivery and utilization of social sector services, particularly to women and girls to encourage positive health and life choices by this critical target population. FY 2001 will be the final year of obligation for this objective. The terminal date, however, has been extended to September 30, 2004 in order to provide for program transition.

Other Donor Programs: Counter-parts to ESIP include DFID. Donors funding various Construction efforts are the EU, World Bank, and Austria. The Netherlands fund the COPE Project; and Ireland contributes to the Poverty Action Fund. DANIDA focuses on the Disabled and Agriculture; while Australia, Germans, Canadians, Japanese, and ADB fund Basic Education activities.

Major Contractors and Grantees: All **IRs**: Creative Associates International Inc. and **IR 2**: AED/Learnlink.

Performance Data Table

Objective Name: Quality Basic Education for an Increased Percentage of Ugandan Children				
Objective ID: 617-003				
Approved: 11/02/1997 Country/Organization: USAID/Uganda				
Result Name: : Quality Basic Education for an Increased Percentage of Ugandan Children				
Indicator: Gross and Net Enrollment ratios (* SO level indicator)				
Disaggregated By: Gross and Net Enrollment figures				
Unit Of Measure: Student, % Target: National	Year		Planned	Actual
	1995(B)	GER NER		68% 55%
Source: National Education Statistics	1996	GER NER	70%	71%
	1997	GER NER	73%	105%
Indicator/Description: a. Number of students (boys and girls) of any age enrolled in primary (P1-P7). b. Number of students (boys and girls) aged 6-13 years old enrolled in primary school (P1-P7)	1998	GER NER	85%	115% 85%
	1999	GER NER	90%	131% 93%
	2000	NER	95%	95%
	2001	NER NGER NBER	95%	
	2002	NER NGER NBER	95%	
Comments: As indicated in last years' R4, GER has been replaced by NER. Starting in 2001, we plan to disaggregate the data by sex.	2003	NER NGER NBER	95%	

Performance Data Table

Objective Name: Quality Basic Education for an Increased Percentage of Ugandan Children				
Objective ID: 617-003				
Approved: 11/02/1997 Country/Organization: USAID/Uganda				
Result Name: IR 3.4 Education Sector finance maintained				
Indicator: Resource Allocation (quality and expansion support)				
Disaggregated By:				
Unit Of Measure: Budget in % Per pupil in \$ Target: national	Year		Planned	Actual
	1995 (B)			19% 52% \$ 24
Source: National Education Statistics- Medium Term Budget framework	1996			22% 55% \$ 29
	1997	GoU MoES Budget Per Pupil	23% 55% \$35	25% 58% \$23
Indicator/Description: Financial resources, within GoU and MoES budget are reallocated to support UPE and quality policy priorities. Allocation index includes: % GoU budget to education sector % MoES budget to primary Per Pupil expenditure.	1998	GoU MoES Budget Per Pupil	23% 55% \$27	33% 62% \$32
	1999	GoU MoES Budget Per Pupil	24% 55% \$30	32% 70% \$24
Comments: Per pupil expenditure is for the total public school enrollment of 6,138,999 (2000). Exchange rate \$ 1 = Ush 1,500 (Exchange rate 1999/2000 same as above) Actual releases were less than budgeted because GoU failed to recruit the total number of teachers budgeted for. Hence, the ceiling for the wage bill was not met. This, in turn, reduced the total releases to primary and the per pupil expenditure.	2000	GoU MoES Budget Per Pupil	31% 70% \$24	31% 68% \$24
	2001	GoU MoES Budget Per Pupil	31% 70% \$24	
	2002	GoU MoES Budget Per Pupil	32% 70% \$25	
	2003	GoU MoES Budget Per Pupil	32% 70% \$25	

Performance Data Table

Objective Name: Quality Basic Education for an Increased Percentage of Ugandan Children			
Objective ID: 617-003			
Approved: 11/02/1997		Country/Organization: USAID/Uganda	
Result Name: Quality Basic Education for an Increased Percentage of Ugandan Children			
Indicator: Percent increase in number of primary school teachers			
Disaggregated By:			
Unit Of Measure: Teacher, % increase over baseline.		Planned	Actual
	1995 (B)		74,000
Source: Ministry of Public Service	1996		7%
	1997	15%	37.8%
Indicator/Description: Total number of primary school teachers recruited by government in given year as proportion of total number on government payroll in base year.	1998	21%	24%
	1999	28%	26%
Comments: GoU launched a national recruitment drive to get at least 15,000 out of the 30,000 teachers required into the classrooms. Through multimedia campaigns, prospective candidates were informed about the availability of posts. As a result, high school leavers, retired teachers willing to resume teaching and newly qualified student teachers from PTCs were recruited for immediate deployment into schools, especially in disadvantaged areas.	2000	32%	18.2%
	2001	25%	
	2002	25%	
	2003	38%	
While the GoU succeeded in recruiting around 13,500 teachers in 2000, it lost 6,500 teachers who were initially on the payroll because they had either joined the private sector, left the teaching profession, were “ghost” teachers, or died.			
The new Integrated Strategic Plan (202-2007) will address the problem of teacher recruitment through the new SO8.			

Objective Name: Quality Basic Education for an Increased Percentage of Ugandan Children				
Objective ID: 617-003				
Approved: 11/02/1997 Country/Organization: USAID/Uganda				
Result Name: : Quality Basic Education for an Increased Percentage of Ugandan Children				
Indicator: 4 th and 7 th Grade Completion Rates (*SO level indicator)				
Disaggregated By: Grade				
Unit Of Measure: Student, % P4 and P7 Target: National	Year		Planned	Actual
	1994 (B)	P4 P7		57% 28%
Source: National Education Statistics Reports	1995 (B)	P4 P7		65% 30%
	1996	P4 P7	67% 36%	82% 36%
Indicator/Description: Number of P4/P7 students (girls, boys) of any age completing P4/P7 as a percentage of total cohort (girls, boys) entering 1 st grade 4 and 7 years earlier.	1997	P4 P7	82% 38%	82% 37%
	1998	P4 P7	84% 38%	106% 53%
	1999	P4 P7	77% 39%	116% 61%
Comments: The high percentage of P4 students is due to an influx of over-aged and former drop-outs who have been taking advantage of Universal Primary Education (UPE). The planned figures for 2001-2003 were adjusted to accord with trends seen over the previous three years.	2000	P4 P7	80% 50%	143% 64%
	2001	P4 P7	120% 70%	
	2002	P4 P7	120% 70%	
	2003	P4 P7	92% 75%	

STRATEGIC OBJECTIVE #4: Increased Service Utilization and Changed Behaviors for Reproductive, Maternal and Child Health in Selected Districts (617-004)

Self-Assessment: The Mission's integrated reproductive health program, which encompasses family planning information and services, maternal and child health care, and prevention and management of sexually transmitted diseases, including HIV/AIDS, overall is exceeding expectations.

Summary: The Mission's health program supports all of the Agency's objectives under the goal of world population stabilized and human health protected, and forms the basis of the Mission's MPP goals of decreasing HIV/AIDS prevalence, and increasing service utilization and changing behaviors related to reproductive, maternal and child health (RH/MCH). The Mission's RH/MCH strategic objective is supported by four intermediate results: (1) increasing availability of services; (2) improving quality of services; (3) enhancing sustainability of programs; and (4) improving knowledge and perceptions related to RH/MCH. Ultimate customers are men, women and children in 15 of Uganda's 56 districts, which contain 35% of Uganda's population (7-8 million people). The bilateral Delivery of Improved Services for Health II (DISH II) Project serves 12 of these districts; the other 3 are served by CARE's Community Reproductive Health Project. The social marketing program implemented by Commercial Market Strategies (CMS) Project is nation-wide. Child Survival (CS) funds are used to: combat child malnutrition through breastfeeding promotion and vitamin A supplementation, improve RH/MCH services, build HIV/AIDS awareness, and distribute socially marketed condoms for HIV/AIDS prevention and mosquito nets for malaria prevention. Development Assistance (DA)/Development Fund for Africa (DFA) funds are used to provide quality family planning (FP) and RH/MCH services and socially marketed FP commodities.

Key Results: Substantial achievements in increasing service utilization and changing behavior have occurred in USAID-supported districts during 2000, as demonstrated by progress on four SO-level indicators. Couple Years Protection (CYP) from socially marketed family planning methods saw a dramatic 43% increase, exceeding an already ambitious target by 1%. The success of the social marketing program is largely a function of the dramatic increase in condom sales resulting from the new "My Choice" campaign. While assisted deliveries at public sector health facilities remained virtually unchanged, a study of private sector services suggests that women may be shifting to the private sector for services, which would suggest an overall increase in assisted deliveries in health facilities. HIV sentinel surveillance data for 1999, recently available for 3 of 4 sentinel sites, indicate a continuation of the steady declines in HIV prevalence that have occurred since the 1994 baseline. Based on these three sites, 1999 prevalence levels among 15-19 and 20-24 year old ante-natal care (ANC) clients were 5.9 and 10.4 respectively. These values represent declines that are 17% (15-19) and 26% (20-24) beyond targeted declines. These declines in HIV prevalence are unprecedented in Sub-Saharan Africa. The number of DPT3 immunizations has increased by 74% exceeding the target by 58%. This increase is associated with newly introduced Child Survival and Disease account-funded training in Integrated Management of Childhood Illness (IMCI).

Performance and Prospects: The DISH II Project's successful first year saw increased emphasis on sustainability of health systems (supervision, resource planning, information, and drugs/commodities logistics) and expanded activities in child survival, malaria, and nutrition. Working in conjunction with DISH II, BASICS II and MOST central projects worked to improve child health services, including routine immunizations, vitamin A supplementation, and malaria. The POLICY II Project developed a broad policy-level advocacy strategy for Family Planning/Reproductive Health. Under the White House HIV/AIDS LIFE Initiative, activities in prevention, voluntary counseling and testing, and social support and care for communities (particularly orphans), were expanded and will continue to grow and improve with additional HIV/AIDS and Title II funding in FY 2001. FY 2000 saw a shift in service utilization, particularly of family planning, to the private sector, a shift largely explained as an issue of access. If requested child survival funds are not forthcoming, it will greatly impact the program's ability to address problems in child and maternal health.

Availability: The availability of RH/MCH services continued to increase in 2000. The problem of national stockouts of contraceptives that began in mid-1999, was resolved mid-year 2000 with USAID assistance; and the logistics system in the public sector in USAID-supported districts was improved to minimize future stockout problems. As a result, CYP, which was down 14% overall for 2000, started to increase in the third quarter of 2000 compared to the first two quarters. However, these gains were not maintained in the fourth quarter. We know from a DISH II study of private sector clients, that 22% of private sector clients had at one time attended the public sector for family planning services before switching to the private sector, primarily because of greater convenience and accessibility. However, with an improved logistics system to reduce stockouts and an expansion of sites offering Norplant, from 12 in 1999 to 30 in 2000, we do expect that CYP in the public sector will increase in 2001. In the private sector, stockout issues that had particularly hampered condom sales in 1999, were resolved resulting in a dramatic 135% increase in condom sales in 2000. The number of HIV counseling and testing sites (31) and of clients served (nearly 47,000) has remained relatively constant in 2000. LIFE funding will be used to strengthen and expand the HIV counseling and testing program. In USAID-supported districts, 457 providers were trained in IMCI by the end of 2000 and 157 public sector health facilities had at least two IMCI trained providers, up from only 8 in 1999. This IMCI training, along with a commitment to improving immunization coverage, resulted in the above noted increase in DPT3 immunizations and a nearly 250% increase in children receiving Vitamin A supplementation at the time of measles vaccination.

Quality: The quality of health care in USAID-supported districts continues to improve. Over 90% of providers trained in IMCI were complying with guidelines at follow-up. In addition, 445 providers were trained in interpersonal communication, and 221 in other areas of reproductive health including post-abortion care, adolescent RH, integrated RH, and Long-Term and Permanent Methods (LTPM). Follow-up data on the performance of providers trained in these RH areas will be available in mid-2001. DISH II has assisted the MOH in finalizing and disseminating the National Supervision Guidelines and has worked with the MOH in designing a tool for monitoring quality of care at health facilities, which will be implemented nationally. All of these efforts are aimed at improving the quality of services to better meet the needs of clients.

Sustainability: DISH-II, in an effort to increase sustainability, has supported strategic planning and budgeting for district-level health planning departments. Results from this program will be available in July 2001. CMS has been working toward sustainability by: 1) providing loans to midwives so that they can open up or enlarge their private practices, and 2) operating health insurance programs where patients meet the cost of premiums. Both of these CMS activities are aimed at moving more clients who can pay away from the public sector to the private sector.

Knowledge/Perceptions: Information Education and Communication (IEC) activities focused on increasing knowledge of RH/MCH and HIV/AIDS have been among the most effective and successful activities in SO4's program. In 2000, IEC campaigns were conducted to promote: male involvement in family planning, breastfeeding and infant nutrition, HIV prevention, care of orphans, and care and support of sick children. Forthcoming DHS data will document the outcome of these efforts.

Possible Adjustments to Plans. The current Mission strategy ends in FY 2001. The Mission is currently working on an Integrated Strategic Plan (ISP) for 2002 – 2007. Future programming under the new strategy will focus on improving the delivery and utilization of social sector services, particularly to women and girls to encourage positive health and life choices by this critical target population. FY 2001 will be the final year of obligation for this objective. The terminal date, however, has been extended to September 30, 2007 in order to provide for program transition. Uganda continues to face significant challenges -- a high population growth rate; low immunization rates; high rates of malnutrition, malaria and TB; high HIV/AIDS prevalence; and nearly a million AIDS orphans under 15 years old. During 2001, new HIV/AIDS and infectious disease funds will be used, through a multi-sectoral approach, to expand HIV/AIDS, malaria, and TB interventions and will include a focus on mother-to-child drug therapies and on orphans and vulnerable children. Effective family planning logistics and advocacy for RH will also be priorities. CS funds will focus on increasing unacceptably low immunization levels and improving nutritional status with particular emphasis on Vitamin A. Data from the DHS and the EdData Survey will be available in 2001 to assist the Mission in strategic planning.

Other Donor Programs. The World Bank is the largest donor in the health sector in terms of overall funding; it has active projects related to district health planning, nutrition and early childhood development, HIV/AIDS/STDs. UNFPA and DFID have supported reproductive health in non-USAID supported districts. UNICEF has been taking the lead on child health. The GOU has embraced a sector-wide approach (SWAP) for the health sector in which the governments of Norway, Sweden, and now the United Kingdom will provide direct budget support. The Mission will continue to participate in SWAP discussions and will ensure the complementarity of USAID's programs.

Major Contractors and Grantees. All contractors and grantees contribute to all four IRs: DISH II: Johns Hopkins University, University of North Carolina (UNC) and Management Sciences for Health. Other major partners include: CARE; the Commercial Market Strategies partnership of Deloitte Touche Tohmatsu, PSI, Meridian Development Foundation, and Abt Associates; The AIDS Information Center; The AIDS Support Organization; and the Centers for Disease Control and Prevention.

Performance Data Table

Objective Name: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts			
Objective ID: 617-004			
Approved: Country/Organization: USAID/Uganda			
Result Name: SO4			
Indicator: 4.1 DPT3 immunizations given to children under 1 year of age (*SO level indicator)			
Disaggregated By:			
Unit Of Measure: Number	Year	Planned	Actual
Source: MOH Health Information System	1999 (B)		20,480
Indicator/Description: Annual number of DPT3 immunizations given to children under 1 year of age in 80 facilities in DISH districts. Comments: "Actual" performance is based on 80 facilities from the DISH Project rather than on all facilities in the 12 DISH districts. These 80 facilities, where emphasis has been placed on the HMIS, have been used to monitor the progress of the program. The reliability of data from these selected facilities is higher than if data were also collected from other district facilities, where reporting rates are still too low for reasonably accurate estimation. Planned figures are based on a 10% annual increase. Past data actually show a decline in number of immunizations given, however, efforts of the DISH II project are expected to reverse this decline and realize positive trends. The baseline value for 1999 was corrected in early 2000 as it was discovered that the number previously reported represented only two quarters of 1999 rather than four. Due to newly introduced IMCI training and a response to the concern about the decline in immunization trends in the previous years, the increase in DPT3 immunizations in 2000 was greater than expected. Increases of this magnitude are not expected in subsequent years. Planned values for 2001 to 2003 were adjusted assuming 10% annual increases based on 2000 actual values.	2000	22,528	35,679
	2001	39,247	
	2002	43,172	
	2003	47,489	

Performance Data Table

Objective Name: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts			
Objective ID: 617-004			
Approved: 12/11/1997 Country/Organization: USAID/Uganda			
Result Name: SO4			
Indicator: 4.h.3: HIV Prevalence (*SO level indicator)			
Unit Of Measure: Percent	Year	Planned	Actual
Source: Sentinel surveillance, Ministry of Health			
<p>Description: Percent of blood samples taken from women aged 15-24 and tested for HIV during routine sentinel surveillance at selected antenatal clinics which test positive for HIV.</p> <p>Comments: Baseline HIV prevalence among 15-19 and 20-24 year old antenatal clients is averaged, weighted by the number of cases, across four sentinel surveillance sites: Kampala (Nsambya, Rubaga), Jinja, and Mbarara. The data are routinely gathered by the MOH. The planned values assume a 10% decline in prevalence rates between 1996 and 1997 and a 5% per annum decline thereafter.</p> <p>At the time of the R4 report in 1999, a full set of 1998 data was not yet available for all sites, but partial data were available for all four of the sentinel surveillance sites. Thus, the actual figures reported for 1998 were based on preliminary data. The plan was to update these figures when the full data set became available. However, in 1999, the sentinel surveillance system was not functioning due to down time at the MOH as they moved from Entebbe to Kampala, and to a lack of HIV test kits to test the collected blood samples.</p> <p>During 2000, renewed effort was put into the sentinel surveillance system through funding from the LIFE Initiative. As a result, testing of the 1998 samples was completed, and the 1998 figure has been updated.</p> <p>In this R4, prevalence data for 1999 are being reported based on data from 3 of the 4 sentinel sites. Data from the Mbarara site were not available at the time of this reporting.</p> <p>The use of existing sentinel surveillance sites in determining HIV prevalence in Uganda is limiting for the following reasons:</p> <ul style="list-style-type: none"> • As the epidemic matures, it is expected that fertility will decline among HIV+ women due to behavioral and biological reasons. In turn, fewer HIV+ women will show up at antenatal clinics/surveillance sites. • The individuals are not representative of the general population: only captures women (antenatal clinics), conflict areas are not served, many women in rural areas do not attend antenatal clinics, women who have a high level of STIs are infertile and hence will not attend. • There is a lag time between data collection and data analysis due to staffing shortages. • There are limited numbers of test-kits available due to procurement and stock management problems. <p>The Centers for Disease Control (CDC) are working with the Ministry of Health to improve the quality of reporting, data analysis and expansion of sites.</p> <p>Prevalence data for 2000 will be available in mid-2001 for reporting next year.</p>	1994 (B)		13.2/19.5
	1996		8.7/17.3
	1997	7.8/15.6	8.3/14.6
	1998	7.4/14.8	7.3/14.0
	1999	7.1/14.1	5.9/10.4
	2000	6.7/13.3	
	2001	6.5/12.7	
	2002	6.2/12.1	
	2003	5.9/11.5	

Performance Data Table

Objective Name: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts			
Objective ID: 617-004			
Approved: Country/Organization: USAID/Uganda			
Result Name: SO4			
Indicator: 4.c: Assisted deliveries (*SO level indicator)			
Disaggregated By:			
Unit Of Measure: Number	Year	Planned	Actual
Source: MOH Health Information System (selected facilities)	1996 (B)		29,592
<p>Indicator/Description: Annual number of assisted deliveries in 92 health facilities where USAID-funded training and supervision are conducted, including 12 facilities in 3 CARE-assisted districts. Of the 92 facilities, 87 provide assisted deliveries; 5 provide family planning only.</p> <p>Comments: “Actual” performance is based on 92 facilities (80 from the DISH project and 12 from the CARE project) rather than on all facilities in the 12 DISH districts. These 92 facilities, where emphasis has been placed on the HMIS, have been used to monitor the progress of the program.</p> <p>Planned values reflect a continual and significant growth of approximately 13% in 1998, as a result of an IEC campaign planned for 1998, then a leveling off at approximately 4% for the subsequent years. These planned values, which were more consistent with what might be expected based on 1997 performance and results of an impact analysis, were an adjustment of the original planned values that assumed a 10% increase each year.</p> <p>The 1998 actual value for assisted deliveries, however, showed a small decrease compared to 1997. Consequently, planned values for 1999-2001 were re-adjusted to reflect an increase of 4% per annum based on the actual value for 1998 and are thought to be more realistic. In 1999, the planned values for 2000 and beyond were readjusted to reflect a 4% increase per annum based on the actual value for 1999.</p> <p>In 1999, due to incomplete reporting at 13 of the 92 facilities, the number reported reflected data where 4% of the monthly reports were estimated. The 1999 number was updated at the time of the R4 in early 2001 to reflect the actual data; changes were minimal.</p> <p>The 2000 actual value is based on the full year’s reporting by both DISH and CARE.</p> <p>The HMIS system on which this indicator is based includes only government and NGO facilities and ignores the increase in women delivering at health facilities in the private sector. The increasing shift to the private sector is the main reason the target was not met. As this indicator does not reflect real trends in the population, it will be redefined in future years.</p>	1997	31,959	32,969
	1998	36,214	31,163
	1999	32,409	37,704
	2000	39,415	37,190
	2001	40,992	
	2002	42,632	
	2003	44,337	

Performance Data Table

Objective Name: Increased Service Utilization and Changed Behaviors, Related to Reproductive/Maternal/Child Health in Selected Districts			
Objective ID: 617-004			
Approved: Country/Organization: USAID/Uganda			
Result Name: SO4			
Indicator: 4.a.2: Family Planning, couple years protection distributed through social marketing in target districts (*SO level indicator)			
Disaggregated By:			
Unit Of Measure: Number	Year	Planned	Actual
Source: Social Marketing Project database			
Indicator/Description: Couple years of protection sold to distributors in the 12 DISH and 3 CARE districts by the Social Marketing Project. (1 CYP = 120 condoms, 15 cycles of orals, 4 injections) Comments: The 1997 actual values exceeded the planned value due to higher than anticipated sales of Pilplan. Therefore, at the beginning of 1998, the 1998-2001 planned values were adjusted upwards. The 1998 planned value, however, did not anticipate the magnitude of the impact of the newly introduced KfW-funded Life Guard Condom, a Protector competitor, which resulted in a dramatic decline in sales. Although both Pilplan and Injectaplan dramatically increased their sales in 1998, the overall planned value was not achieved because of this decline in Protector condom sales. The 1999-2001 planned values were not changed on the assumption that pill and injectable sales would continue to increase and reach overall CYP targets despite the decline in condom sales. In 1999, CYP fell short of the targets. The SOMARC project ended on 10/31/98 and was replaced by the Commercial Marketing Strategies (CMS) Project and a new contractor. Thus, this transition was still occurring during early 1999. In addition, because of packaging approval delays by the National Drug Authority in mid-1999, the Protector condom was not on the market for approximately 4 months leading to fewer than expected condom sales. Even though planned values for 1999 were not reached, future planned values have not been adjusted with expectation that future planned values can be reached. In 2000, CMS met the original ambitious targets and future targets have been left unchanged.	1996		44,000
	1997	71,000	87,751
	1998	103,377	89,563
	1999	120,074	97,406
	2000	137,290	139,308
	2001	156,192	
	2002	165,000	
	2003	172,000	

STRATEGIC OBJECTIVE #5: Civic Pluralism Expanded and Constitutional Checks and Balances Implemented (617-005)

Self Assessment: The Mission's democracy and governance program is meeting expectations by achieving key performance targets and enabling other USG objectives which depend on effective decentralization, democratic pluralism, and deconcentration of power to be more effective.

Summary: USAID's objective is to help strengthen democracy in Uganda through increased pluralism and adequate and active checks and balances within the system of governance. Critical institutions such as local government, Parliament, the judiciary and civil society are focal points for the program. The program supports all of the objectives under the Agency's goal of democracy and good governance strengthened, and relates directly to the MPP goal of consolidating and extending democratic institutions and practices in Uganda. Expected results at the SO level include the increased use by Parliament of its oversight and budgetary monitoring powers and the use by local governments of budgeting and planning skills to represent and provide services to their constituencies. These objectives will be achieved by: expanding Parliament's oversight capacity; improving the capacity of local government officials to represent and respond to the needs of their citizens; increasing the efficacy of the judicial system; and, increasing civil society participation in decision-making at the national and local level. The ultimate beneficiaries are Ugandans who will have a strengthened system of government that represents their will, accepts their input, and addresses their needs.

Key Results: First and foremost this year was the decentralization program's success in bringing two pilot districts to a level of competence in planning and budgeting that allowed them to qualify for the World Bank's Local Government Development Program well ahead of schedule, leveraging Ush.726 million for Gulu and Ush.441 million for Kamuli. A private member's bill, the Budget Bill, was passed, formally establishing the Budget Office and strengthening Parliament's statutory oversight powers in this key area. In Parliament, the USAID-supported Budget Office was opened and was functioning in time to analyze the 2001/2 budget. In addition, the civil society portion of the Parliamentary Support Program began this year resulting in civil society input on the Presidential Elections bill. In June 2000, a national referendum on adoption of a multiparty system was held. USAID, with the joint donor monitoring group, supported monitoring, polling, and analysis. Referendum results favored the "Movement" system, not a multiparty system. A public opinion survey suggested that some voters boycotted the vote because they believed that the nature of the poll highly favored the Movement; and that those who did vote saw the vote as one of approval of the current president rather than one of systemic choice. By strengthening monitoring, USAID efforts promoted transparency in the referendum.

Performance and Prospects: Uganda's future prospects in all arenas depend upon continued progress toward pluralistic democracy. Without this, investor confidence will wane as will donor interest. USAID's niche support to Parliament and its local government and civil society capacity building program are keyed to increasing active pluralism. In addition, USAID supported monitoring efforts for the Presidential election in March 2001 and will continue to fund monitoring activities for the Parliamentary elections in June/July 2001.

Parliamentary Capacity Building. This year was the first operational year for the USAID-supported Parliamentary Budget Office. It began operating just before the submission of the 2000/01 budget and was able to provide Parliamentarians with the first professional budget analysis to inform their review. The Parliament has continued to show a willingness to challenge the executive, rejecting one executive bill outright and significantly amending eight others. Private members also introduced three bills during the year. In addition, a private member's bill carried over from the previous year was passed this year. This bill, the Budget Bill, is landmark, providing Parliament with true budgetary oversight powers and formally establishing the Budget Office on a par with that of the Clerk. This achievement illustrates the effectiveness of USAID's approach – exposure to the U.S. Congressional budget office through a study trip, establishment and training of a state of the art research center and budget office, and policy dialogue. While numerical bill indicators fall short of targets of 10 and 5 respectively, the importance of the legislation presented and reviewed compensates for the numbers. Part of this shortfall must also be attributed to the significant amount of time consumed by the referendum process, which brought into question and resolved issues of parliamentary procedure, oversight and privileges. The Parliamentary Internship Program provided 14 University students' opportunities to work in various offices within Parliament, and exposed them to Parliamentary functions and responsibilities. The Parliamentary Strengthening Program also began its efforts this year in strengthening outreach to and input from civil society. This resulted in civil society organizations providing input to the Presidential Elections bill, the establishment in a major NGO consortium of a legislative liaison officer, and an outreach event which allowed 40 NGOs to provide information on their programs to over 150 decision-makers from Parliament and other government organizations.

Decentralization (Civil Society and Local Government). The modus operandi of the GOU for providing for the needs of its citizenry is through decentralized systems. The Implementing Policy Change (IPC) decentralization activity has demonstrated that it is unique in its capability to identify district specific problems and address them at levels ranging from district to village, from elected leaders to civil society organizations (CSOs). The decentralization program trained 534 local government officials and CSOs in local governance and finance functions. Of this number, 96 trainees were women. While numerical targets were not met, due to renewed violence, followed by an outbreak of Ebola in one target district, the activity achieved outstanding success. Through the training, mentoring, and technical assistance efforts of the IPC activity both pilot districts were able to establish financial management, planning and budgeting systems, which allowed them to qualify for the capital investment fund under a World Bank program. This exceeded all expectations and served as a strong validation of the methodology being used, which will now be extended to six additional districts. Work with CSOs has led to the strengthening of their advocacy role. Of the 20 CSOs currently involved in training, 7 specifically advocate on behalf of women's issues.

Judicial Capacity Building. Technical assistance to the Law Reform Commission to recodify Uganda's laws has now reached 98% of the body of law now examined and made internally consistent and non-redundant, just slightly below target. By June 2001 some 8000 pages of legal statutes will have been revised to produce an up to date body of law. This effort has been extended through the end of 2001 to assure quality control and the simultaneous production of corresponding legal instruments. Activities with Makerere Law Faculty concluded this year leaving behind a successfully operational Legal Informatics Center as well as a body within the

Law Faculty which will continue to develop computer applications for teaching and the development and publication of teaching materials. Through the Women's Law and Public Policy Fellowship Program of Georgetown University 3 women have received advanced law degrees and gained practical advocacy experience working on public policy issues (HIV/AIDS, equal opportunity, and the impact of Ugandan law on women's development) while 3 more students are currently working on their degrees. Of the six students participating, USAID funding has leveraged funding for two students from The Sandler Family Supporting Foundation. Finally, the SO continues to support legal aid to the indigent through a grant to the Legal Aid Clinic of the Law Development Center. In the course of the year, 243 cases were handled with 206 registered and 37 referred. Of the total cases registered 30 were female and 113 were juvenile. In a country where legal counsel is not provided, these individuals would otherwise have languished in jail or perhaps have been falsely convicted. The Legal Aid Clinic has recently begun to offer prisoner's rights awareness workshops in local prisons, increasing the possibility for these individuals to apply for bail or stand a better chance if faced with a trial without legal representation.

Political will and openings for advancement of democracy in Uganda are evident and the possibility for establishing a bulkhead for democracy in the Great Lakes and Greater Horn is very real. The critical constraint to USAID playing a stronger role in strengthening and deepening democracy in Uganda is that of resources. **Any further funding reductions to this portfolio will result in its elimination.**

Possible Adjustments to Plans: The current Mission strategy ends in FY 2001. The Mission is currently working on an Integrated Strategic Plan (ISP) for 2002-2007. Future programming will expand current SO5 programs to: support the efforts of other SOs at the local and national level through improved governance and accountability, build capacity to address conflict, and strengthen movement from relief to development in areas of conflict. FY 2001 will be the final year of obligation for this objective. The terminal date, however, has been extended to September 30, 2007 in order to provide for program transition.

Other Donor Programs: USAID is the lead donor supporting activities with Parliament; the U.K., EU, Norway, and the UN are also involved. Many donors are working in decentralization including Denmark, Austria, the U.K., the Dutch, Irish and the EU. The largest donor involved is the World Bank. The justice sub-sector donors represented are the U.K., Austria, Denmark, UNDP, EU, Netherlands, Ireland, and the World Bank.

Major Contractors and Grantees: **IR1** International Foundation of Election Systems; **IR2:** Management Systems International; **IR3:** The Research Foundation of the State University of New York; and **IR4:** William Mitchell College of Law and the Uganda Law Reform Commission, Georgetown University Law School, the Uganda Law Development Center Legal Aid Clinic, and Makerere University Law Faculty.

Performance Data Table

Objective Name: SO5: Civic Pluralism Expanded and Constitutional Checks and Balances Implemented			
Objective ID: 617-005			
Approved: December 30, 1998 Country/Organization: USAID/Uganda			
Result Name: Strategic Objective Indicator			
Indicator: Parliament addresses and acts on alleged abuses of government authority taking place in the executive, legislative and judicial branches of government. (*SO level indicator)			
Disaggregated By:			
Unit Of Measure: Number of times oversight power used.	Year	Planned	Actual
Source: Parliamentary Hansard (minutes); media reports; Parliamentary committee reports.	1997 (B)	1	1 (censure)
Indicator/Description: Number of times Parliament uses its oversight functions. This indicator includes active investigations of Ministers, parliamentary investigations e.g. Parliament acting to clear ministers and executive branch employees who have been accused of wrongdoing, holding public hearings, and the investigation of ministers' accountability. Comments: There is an increasing utilization of Select Committees to investigate mismanagement. This represents a formalization of Parliament's oversight role in mismanagement and is seen as a positive trend. Due to concerns within Parliament and the general public on the mismanagement of affairs in the Ministry of Defense a Select Committee was requested by a member of Parliament and established. The Committee is considering the following areas: <ul style="list-style-type: none"> - Pensions and Gratuities - Procurement of obsolete helicopters, tanks and other military hardware - Procurement of under size uniforms - Procurement of adulterated or expired foods - Non-payment of salaries and allowances Two other Select Committees were established: <ul style="list-style-type: none"> - Select Committee on Forestry. To investigate mismanagement of the Forestry Department. Investigation has resulted in an apology from the Minister. - Select Committee on the Motor Car Loan Scheme. Requested by the Parliamentary Commission to investigate alleged fraud and abuse in a car loan program for MPs. The Government Central Purchasing Corporation, car dealers, the Ministry of Finance and the Auditor General have agreed to work out a settlement. It is increasingly difficult to project accurately exactly how many issues will be taken up by Parliament, as this is dependent upon cases of mismanagement arising. The Mission believes that the other indicators being reported are more appropriate for targeting and achieving results. This indicator will be tracked but not as an R4 indicator.	1998	6	9
	1999	7	15
	2000	18	8
	2001		
	2002		
	2003		

Performance Data Table

Objective Name: SO5: Civic Pluralism Expanded and Constitutional Checks and Balances Implemented			
Objective ID: 617-005			
Approved: December 30, 1998		Country/Organization: USAID/Uganda	
Result Name: IR 5.3 Enhanced Capacity of Parliament to Perform Legislative Branch Functions			
Indicator: Number of executive branch bills substantially reviewed.			
Disaggregated By:			
Unit Of Measure: Number of bills	Year	Planned	Actual
Source: Parliamentary Hansard (minutes)			
Indicator/Description: Number of executive branch sponsored bills, which are substantially amended either in committee or before the full Parliament, or which are voted down by the full Parliament.	1997	4	4
	1998	5	7
Comments: Number of Bills Tabled by the Executive: 16 Number of Bills Rejected: 1 Number of Bills Significantly Amended: 8 During the period 9 pieces of legislation were passed: The Referendum (Political Systems) Act 2000 Two Constitutional (amendment) Acts 2000 The Non-Performing Assets Recovery Trust (Amendment) Act 2000 The Arbitration and Conciliation Act 2000 The Statutory Declarations Act 2000 The National Security Council Act 2000 The Workers Compensation Act 2000 The Finance Act 2000 The Civil Procedure Act 2000 The Presidential Elections Act 2000 The Referendum Act was passed to allow the populace to determine the future system of government. The Bill as presented by the Executive was significantly amended by Parliament. The first Constitutional Act was passed as a result of the judgment of the Constitutional Court, which had ruled that taking decisions through voice vote by Parliament was unconstitutional and that a quorum was required for deliberations. The First Constitutional Amendment Bill was introduced by the Executive and significantly amended by Parliament by reinstating the privileges of Parliament that had been deleted by the Constitutional Court. Voice vote is now allowed and a quorum is required. Historically, if the President named a Minister that was not a sitting MP, that person would then become an ex-officio MP without any electoral process. A second Constitutional Amendment Act was entered by a member of Parliament and approved which requires that a by-election must be held in a constituency where any MP has been appointed by the President as a Minister. Targets have been adjusted to reflect much of 2001 being absorbed by Presidential and Parliamentary elections. The new Parliament will be seated in July 2001.	1999	8	8
	2000	10	9
	2001	9	
	2002	10	
	2003	15	

Performance Data Table

Objective Name: SO5: Civic Pluralism Expanded and Constitutional Checks and Balances Implemented			
Objective ID: 617-005			
Approved: December 30, 1998 Country/Organization: USAID/Uganda			
Result Name: I.R. 5.3.1 Enhanced Capacity of Parliament to Draft/Oversee/Revise Legislation			
Indicator: Number of Parliament-initiated bills introduced and/or passed			
Disaggregated By:			
Unit Of Measure: Number of bills	Year	Planned	Actual
Source: Parliamentary Hansard (minutes)			
Indicator/Description: Number of bills initiated by Members of Parliament (private members bills).	1997	0	2
	1998	2	2
	1999	3	5
	2000	5	3
	2001	2	
	2002	3	
	2003	5	
Comments: The Budget Bill The Occupational Health, Safety and Working Environment Bill The Second Constitutional Amendment Bill of 2000 While the target was not met, the complexity of the Bills introduced by Members significantly overshadows numbers. Parliament was previously restricted in what actions it could take with respect to its review of the budget. The Budget Bill provides Parliament at last with the "teeth" to oversee the budget: <ul style="list-style-type: none"> - Sets key dates by which the Executive must present budget figures during the course of the year, thus Parliament is involved in the planning process. - Establishes the Budget Office Committee (like the U.S. CBO) with a staff and budget. Previously the Parliament had to query the executive for analysis. - Establishes the Budget that compiles information from the sectoral committees and reviews the budget more holistically and provides comment. - Provides that money may not be moved across accounts without first seeking Parliamentary approval on amounts over 3%. After approval the Executive must report within 1 month on the utilization of funds. Historically, if the President named a Minister that was not a sitting MP, that person would then become an ex-officio MP without any electoral process. A second Constitutional Amendment Act was entered by a member of Parliament and approved which requires that a by-election must be held in a constituency where any MP has been appointed by the President as a Minister. Targets have been adjusted to reflect much of 2001 being absorbed by Presidential and Parliamentary elections. The new Parliament will be seated in July 2001.			

Performance Data Table

Objective Name: SO5: Civic Pluralism Expanded and Constitutional Checks and Balances Implemented			
Objective ID: 617-005			
Approved: December 30, 1998		Country/Organization: USAID/Uganda	
Result Name: I.R. 5.4 Increased Effectiveness of Justice System			
Indicator: All existing laws compiled and available.			
Disaggregated By:			
Unit Of Measure: Percent of statutes re-codified. Source: Uganda Law Reform Commission and Uganda Law Revision Commission; William Mitchell College of Law, St. Paul Minnesota. Indicator/Description: Ugandan statutes re-codified. Comments: The re-codification of Ugandan statutes will be completed by 12/2001. The corresponding statutory instruments will be completed by 6/2002. There are no targets for 2002-2003 because the statutes will have been completed.	Year	Planned	Actual
	1997	25%	100 chapters of 1964 laws.
	1998	33% (all of laws up to 1964)	33% (all of laws up to 1964)
	1999	60%	60%
	2000	100%	98%
	2001	100%	

SPECIAL OBJECTIVE: Improved Foundation for Reintegration of Targeted Areas of Northern Uganda (617-006)

Self-Assessment: The Special Objective (SpO) is meeting expectations of the performance targets. FY2000 saw the return of rebel activity to Gulu and Kitgum in December, violent raids by Karimojong warriors into neighboring districts in February/March precipitated by severe drought in Moroto and Kotido, and an outbreak of Ebola hemorrhagic fever in Gulu in October. Nevertheless, activities under this objective, which is focused on assisting the 12 districts of Northern Uganda to shift from relief to development, continued to achieve results.

Summary: The SpO addresses the Agency's objectives of Potential Impact of Crisis Reduced (58%), Urgent Needs in Times of Crisis Met (30%), and Personal Security and Basic Institutions to Meet Critical Needs and Protect Human Rights Re-Established (12%). It relates to the MPP Goals of Humanitarian Assistance, Regional Stability, and Economic Development. Intermediate results for this objective include: meeting critical needs of targeted populations; increased livelihood security in selected areas; and increased awareness and capacity to prevent, mitigate and respond to conflicts. Ultimate customers in 2000 included approximately 450,000 internally displaced persons (IDPs) in Gulu and Kitgum districts; 10,000 men and women in these districts who will benefit from employment and income generating activities; 95,000 people in Kitgum and Lira displaced by the Karimojong raids; 120,000 displaced in Bundibugyo by the ADF rebellion; 252,000 residents of Kotido suffering from drought and severe water shortage; approximately 4,000 returned abducted children and an estimated 2,000 children still in captivity, their families and communities; 13,000 Karimojong children who received basic education for the first time; the entire population of Gulu and Kitgum districts (954,000) who will benefit from community-based peace and reconciliation activities; and the entire population of Gulu district (338,427) at risk from Ebola.

Key Results: The return of insecurity in Gulu and Kitgum, drought in Karamoja and raids into neighboring districts, and the Ebola virus, created difficult and sometimes dangerous working conditions for USAID's implementing partners during much of 2000. Nevertheless, the number of sustainable development activities in the ten districts surpassed the target by over 20% in overall activities, and by 18% in activities showing progress (except cash-for-employment). Increased displacement led to an upsurge in the number of people requiring emergency assistance; OFDA and its implementing partners responded by increasing the number of people receiving non-food emergency assistance from 149,500 in 1999 to 492,600. Despite restricted movements of implementing partners, communities supported by a network of local government, civil society and volunteer actors rallied to expand programs to help abducted children and their families cope with the challenges of reconciliation and reintegration. A start was made on community road rehabilitation, providing employment for 4,085 workers who received wage payments, followed by business development training, and who built 84 km of reconstructed community roads. The Northern Uganda Food Security grants led to an increase in the use of new technologies. Almost 13,000 children (68% of whom are girls), enrolled for alternative basic education in Karamoja. Finally, a pilot program in Gulu and Kitgum involving local authorities, religious and traditional leaders and civil society, has reached out with messages of peace and reconciliation to all 49 sub-counties in both districts.

Performance and Prospects: The SPO was successful in meeting critical needs, as well as beginning implementation of activities that will foster food security and teach tolerance.

Critical Emergency Needs. USAID supported critical needs through the provision of seeds, tools, water, health, nutrition services and sanitation to IDPs. Because of the increased insecurity during 2000, the number of people living in protected camps increased by approximately 168,000 between December 1999 and September 2000. OFDA and its implementing partners responded promptly to these emergencies, assisting a total of 492,000 people during the year. In addition, the outbreak of Ebola hemorrhagic fever in October imposed additional demands to which OFDA and its partners also responded. USAID anticipates a continued need for OFDA response to meet emergency needs in water, sanitation, nutrition and health during the coming year.

USAID is also addressing psychosocial needs in the context of peace and reconciliation. Supported by the Displaced Children and Orphans Fund (DCOF), the Mission awarded grants to Save the Children Denmark (SCD) and AVSI to help formerly abducted children reunite with their families and communities and to lead productive lives. Activities include reception, counseling and follow-up, formal primary education, vocational training for older youth, income generating activities, social support for cases identified by the communities, and structured activities like sports, song, dance and drama. An evaluation of AVSI in December 2000 found increased resilience and competence of families and communities in coping with war affected children. Many community members interviewed noted increased acceptance of formerly abducted children, increased attendance in school, and reduction of disturbed behaviors. They also expressed increased solidarity and unity, common sharing on how to handle difficult situations, and spontaneous creation of self-help groups, recreation and sports activities (with participation of formerly abducted children), and income generating activities. A similar review of SCD concluded that methods and approaches used have facilitated the reintegration of formerly abducted children in their families and communities.

Increased Household Food Security. Two Northern Uganda Food Security (NUFS) grants continued in 2000, covering five of the twelve northern districts. Activities are focused on crop production and productivity, natural resource management, marketing, and access to food through income generating activities. Initiatives to (1) increase productivity with new seed varieties, new crop strains, and new farming technologies; (2) improve marketing of local produce; and (3) develop community-based programs for improving food security in local economies were at the forefront. During the first season 2000, 6,332 farmer group members in Gulu, Kitgum, Lira, Apac and neighboring Masindi participated in participatory research and on-farm activities. Fifty-seven on-farm trials were conducted for maize, beans, sunflower and groundnuts. 1,544 ha of selected crops were planted by participating farmers, and 963 tons of various crops were produced. Many farmers preferred and adopted new technologies promoted by the two NUFS grantees. In Gulu and Kitgum, the total area planted for improved maize, for example, was 386 ha compared with 10 ha for local varieties. A total of 354,201 kg of seeds was sold through the input distribution system during the year, while seed redistribution to IDP camps totaled 8905 kg., forty public technology promotion demonstrations were held, with almost 12,000 people attending.

Under a grant to CARE International for reintegration, employment and income generation in Gulu and Kitgum, labor-intensive community road rehabilitation commenced, providing

employment to 4,085 workers (2726 men and 1359 women), or 82% of target. Eighty-four km of community roads were reconstructed (62% of target), with the shortfall being due to slow start-up and additional work required for environmental mitigation measures. Wage payments totaled 36% of the annual target, the shortfall being due to slow start-up resulting in no wages being paid during the first six months. Preliminary data indicate that most people have used their earnings to buy household items. Savings have primarily been used to start agriculturally based income generating activities. Beneficiaries will undergo business development training, and will be encouraged to form rotating savings and credit associations. During 2000, two training cycles were completed in Gulu and one in Kitgum, and new trainers from local communities were identified, selected and trained.

Awareness and Capacity to Resolve and Prevent Disputes. This intermediate result addresses the two areas of lingering conflicts in Northern Uganda -- Karamoja (Moroto and Kotido districts) and Acholiland (Gulu and Kitgum districts). Through a grant from the Greater Horn of Africa Initiative (GHAI) to Save the Children Norway (SCN), USAID supports Alternative Basic Education for Karamoja (ABEK). The program, which includes dispute resolution as part of the curriculum, is already reaching almost 13,000 children, two-thirds of whom are girls, with plans to expand to over 56,000 by 2002. The ambitious expansion plan reflects the high demand for education in the two districts. By 2000, 463 girls and 326 boys had transferred from ABEK to formal schools. In Acholiland, a grant from the GHAI Conflict Pilot Activities Fund supports efforts of the local authorities, religious and traditional leaders to sensitize the people in Gulu and Kitgum on the need and processes for reconciliation. To encourage further return and assimilation of combatants, meetings have been held in all 49 sub-counties in the two districts to sensitize communities to accept and reconcile with returning former LRA rebels and abducted children, using traditional methods of conflict resolution to support the Amnesty Act 2000. The plan is to extend these meetings to parish level next year.

Possible Adjustments to Plans: The current Mission strategy ends in FY 2001. The Mission is currently working on an Integrated Strategic Plan (ISP) for 2002-2007. Future programming will integrate current SPO programs to support the efforts of other SOs at the local and national level through improved governance and accountability, build capacity to address conflict, and strengthen movement from relief to development in areas of conflict. FY 2001 will be the final year of obligation for this objective.

Other Donor Programs: USAID is one of many donors involved in relief and transition to development in Uganda. The Government of Uganda provides military protection to IDP camps, WFP food convoys, and main access routes. District governments direct disaster management committees and coordinate humanitarian and development activities. Other donors and UN agencies active in this area include the UK, Italy, Germany, Denmark, Norway, Sweden, Belgium, the EU, ICRC, UNHCR, UNICEF, UNDP, OCHA, and the World Bank. A Northern Uganda donor group is active in coordinating donor and GOU programs.

Major Contractors and Grantees: **IR1:** Save the Children Denmark, Save the Children Norway, International Service Volunteers' Association (AVSI); **IR1/2:** CARE International, Aktion Afrika Hilfe, Appropriate Technology Uganda (AT-U), Action Against Hunger (ACF-USA), and Catholic Relief Services (CRS).

Performance Data Table

Objective Name: Improved Foundation for Reintegration of Targeted Areas of Northern Uganda			
Objective ID: 617-006			
Approved: September 1998 Country/Organization: Uganda/USAID			
Result Name: Improved Foundation for Reintegration of Targeted Areas			
Indicator: Number of USAID funded transitional and sustainable development activities being implemented in the North, and those which show year-to-year progress. (*SO level indicator)			
Disaggregated By:			
Unit Of Measure: Number	Year	Planned	Actual
Source: SO1, SO2, SO3, SO4, SO5 AND SPO	1998		25
	1999	25	27
Indicator/Description: Number of USAID-funded transitional and sustainable development activities being implemented in the northern districts.	2000	27	32
	2001	31	
Comments: As the foundation for reintegration improves, the Mission expects more sustainable development activities to be implemented successfully in the northern districts. FY2000 saw the return of the LRA to Gulu and Kitgum, followed by an outbreak of Ebola hemorrhagic fever in Gulu in October 2000. Moroto and Kotido suffered from drought while the neighboring districts fell victim to dry-season raids by Karimojong warriors. Nevertheless, USAID's partners continued to get results. SO1 supported economic growth through technology, micro-finance, post harvest handling, livestock and dairy products improvement, non-traditional agricultural exports, market information, and famine early warning. SO2 supported sustainable use of the shea tree, indigenous to parts of northern Uganda, and women's empowerment. SO3 supported primary teacher training, community mobilization, and the sustainable provision of textbooks. SO4 supported reproductive health through promotion of contraceptives. SO5 supported capacity building for local government and civil society. SpO supported food security, reintegration of abducted children, employment and income generation, peace and reconciliation. All but two of these activities made considerable progress against planned results despite insecurity, demonstrating that sustainable development is possible throughout northern Uganda except for limited times and places experiencing active armed conflict. * Planned figures for 2001–2003 were revised to predict more accurate targets.	2002	31	
	2003	29	

Performance Data Table

Objective Name: Improved Foundation for Reintegration of Targeted Areas of Northern Uganda			
Objective ID: 617-006			
Approved: September 1998 Country/Organization: Uganda/USAID			
Result Name: Critical Needs of Targeted Populations Met			
Indicator: Percent of target population whose water and sanitation needs have been met (new indicator for FY 2000)			
Disaggregated By:			
Unit Of Measure: Percent (number of persons actually served in parentheses)	Year	Planned	Actual
	1997		100 (58,000)
Source: NGO grantees: Action Against Hunger (ACF-USA), International Rescue Committee (IRC), Catholic Relief Services (CRS), MEDAIR	1998		95 (176,000)
	1999		83 (149,500)
Indicator/Description: Emergency programs directed toward people impacted by conflict and natural disasters. Assistance includes water, sanitation, health and nutrition services. Beneficiaries include displaced persons residing in camps, farmers affected by conflict, and those affected by natural disasters such as drought. These activities are funded by OFDA.	2000	(180,000)	78 (397,600)
	2001	100	
	2002	100	
Comments: A year of relative peace in northern Uganda was shattered in late 1999 when LRA rebels re-entered Kitgum and Gulu from bases in Sudan. Attacks by ADF rebels in western Uganda led to widespread displacement in Bundibugyo, Kasese and Kabarole. Severe drought in Karamoja led to food and water shortages and increased risk of water-borne and sanitation-related disease. By end 2000, an estimated 623,645 people were displaced. Of these, 397,600 people had water and sanitation needs met, and 95,000 people received emergency household items and agricultural seeds and inputs following the Karamojong raids (totaling 492,600 people). The increase reflects OFDA responsiveness to changing emergency needs. This is a new indicator, therefore, there were no % targets set. Last years' 2000 target, for a similar indicator, was set in the number of persons, which is shown in parentheses. The indicator for next year will include all people whose non-food emergency assistance needs have been met by OFDA.	2003	100	

Performance Data Table

Objective Name: Improved Foundation for Reintegration of Targeted Areas of Northern Uganda			
Objective ID: 617-006			
Approved: September 1998 Country/Organization: Uganda/USAID			
Result Name: IR 6.1 Meeting critical needs of targeted populations			
Indicator: IR 6.1.3. Number of community structured activities initiated and implemented successfully, which address children's needs (new indicator for FY2000).			
Disaggregated By:			
Unit Of Measure: number of activities	Year	Planned	Actual
Source: NGO grantees and sub-grantees: Save the Children Denmark (SCD), Gulu Support the Children Organization (GUSCO), International Service Volunteers Association (AVSI), International Rescue Committee (IRC), and Kitgum Concerned Women's Association (KICWA).	2000		626
	2001	660	
	2002		
Indicator/Description: Number of group recreational, cultural, vocational and social support activities organized and implemented, which address the needs of war-affected children in target districts.	2003		
Comments: According to UN/OCHA, approximately 6,000 formerly abducted children from Gulu, Kitgum and Apac remain in captivity and are unaccounted for. Other children and adults in these war-affected districts have also suffered from massive displacement to protected camps, fear of abduction, and interruption of education and normal family and community life. Two grants – one to SCD in Gulu and the other to AVSI in Kitgum – were awarded in 1999 to support the returned abducted children and others traumatized by conflict. Activities aim at helping children reunite with their families and communities and to lead healthy and productive lives. They include physical treatment and psychosocial counseling at reception centers, reintegration and follow-up with families, formal primary education, vocational and life skills training, income generating activities, and working with communities through structured activities to accept these children. The latter was selected as the best proxy indicator for overall results of these programs aimed at building community resilience and competency. * This is a new indicator and replaces the old indicator "number of children receiving psychosocial assistance." The revision of the results framework was reported in last years' R4 – FY2002.			

Performance Data Table

Objective Name: Improved Foundation for Reintegration of Targeted Areas of Northern Uganda			
Objective ID: 617-006			
Approved: September 1998 Country/Organization: Uganda/USAID			
Result Name: IR 6.3 Increased awareness and capacity to prevent, mitigate and respond to conflict			
Indicator: IR 6.3.2 Number of girls and boys who are participating in the alternative basic education program in Karamoja (ABEK) (New indicator for FY 2000)			
Disaggregated By: Gender			
Unit Of Measure: Number of girls and boys enrolled in ABEK schools	Year	Planned	Actual Girls/Boys
	1998		Total = 7,849 5714 / 2135
Source: NGO Implementing Partner: Save the Children Norway (SCN)	1999		Total = 9,255 6271 / 2984
Indicator/Description: Number of girls / boys enrolled in ABEK schools	2000		Total = 12,938 8816 / 4122
Comments: Alternative Basic Education for Karamoja (ABEK) seeks to secure the disadvantaged children of Karamoja their right to basic education. ABEK was developed by the Karimojong and is implemented by the district education offices of Kotido and Moroto with support from SCN, the Ministry of Education and Sports, and other partners. The ABEK curriculum and materials were developed and produced in consultation with the stakeholders in the two districts. The aims of ABEK include: (i) persuading the Karimojong to value education, (ii) complementing formal education by encouraging all children to join, (iii) establishing a relevant curriculum that focuses on pastoral life and encourages Karimojong to leave in a more settled and peaceful way, and (iv) starting kraal education that respects life routines. Increasing enrollment is a sign that the Karimojong now appreciate education for their children. A total of 463 girls and 326 boys transferred from ABEK to formal schools between June – August 1999 and 2000 in both Moroto and Kotido districts. However, enrollment fluctuates seasonally, and daily attendance for girls and boys varies according to the activities that each group is engaged in. For example, during the April – August wet season, most children are engaged in agricultural activities. During the November to March dry season, most boys move with the herds to the kraals. This is also the time most raids take place. Nevertheless, ABEK and education in general are believed to be good entry points for peace and development in Karamoja. The learning theme, <i>peace and security</i> , has just been developed and will be introduced and taught in all ABEK centers. Parents often accompany their children to the learning centers and learn with them, even though they are not the target group. Evaluation of the program is planned for August 2001, and expansion beyond 2002 is envisioned.	2001	27,650	
	2002	56,300	
	2003		
<p>* This is a new indicator and replaces the old indicator “Number of participants in selected activities.” The revision of the results framework was reported in last years’ R4 – FY2002.</p>			

Rationale for FY 2003 Resource Request

Uganda's current Strategic Plan covers the period FY1997 – FY2001. We are developing a new FY 2002 - 2007 strategy to be reviewed in FY 2001. This FY2003 resource request is based on key precepts about Uganda and the USAID program. The U.S. needs Uganda as a strong partner for peace and prosperity in the Great Lakes and Horn of Africa regions. Uganda plays a pivotal role in US foreign policy objectives of conflict resolution and food security. Uganda's economic growth, successful poverty alleviation and democratic practice, HIPC debt relief performance, and reduction of HIV/AIDS prevalence make the country a model for the region. USAID has consistently achieved and exceeded its objectives, contributing visibly and substantially to Uganda's most important development needs. Moreover, our leadership is essential. USAID commands the respect of the government and other donors. This stems from our policy vision, our technical excellence, our commitment to results, and our partner-oriented approach. We focus on mainstream issues where the nation's leadership knows the future is at stake.

The Mission was provided with two alternative funding levels. The FY 2002 budget herein is presented for both levels. Our request for FY 2003 follows the higher level, according to the parameters cable, of \$53.8 million (with an additional \$820,000 requested from the Displaced Children and Orphans Fund - DCOF), representing the level of resources needed to maintain our record of development success, while making strategic adjustments to improve our focus on key issues shaping Uganda's future. The ALT budget table reflects the Bureau's control levels. Uganda's future is dependent on (a) slowing the rising gap between rich and poor (b) improving social sector services (HIV/AIDS, population growth), (c) incorporating peripheral populations into the mainstream political process, and (d) resolving regional conflicts in the Democratic Republic of Congo, Sudan, and northeastern Kenya. The new strategy, in tandem with the GOU, will focus on reduction of poverty in Uganda, and respond to the lack of economic diversification, falling health status of women and children and low institutional capacity to respond in a pluralistic manner to citizen needs. Economic growth, child survival and democracy and governance levels must be sustained to target these critical issues which impede Uganda's achievement. Without sufficient funding in these areas growth will be slowed, and health and education will not achieve potential progress on issues of human capital. The D/G and conflict portfolio is at a minimal level, any further cuts will limit the Mission to marginal governance interventions and conflict activities almost entirely reliant on OFDA and REDSO funding.

SO7, Environmentally Sustainable Economic Growth. The Mission has achieved major increases in agricultural productivity and production and food security; established a thriving microfinance industry; provided policy leadership on the World Trade Organization (WTO) and the enabling environment to enhance international investment and trade; enhanced planning for and protection of areas of critical biodiversity; strengthened management of nature-based tourism sites, and provided support for local government and community involvement in natural resource management and planning. Still, over a third of Uganda's population is living in poverty. With 80 percent of the population living in rural areas and making a living from agriculture, programming will focus on providing more economic opportunities. Future programming under the proposed new strategy will support Uganda's efforts to reduce mass poverty through the evolution of an environmentally sustainable and profitable agriculture sector, enhanced competitiveness and economic diversification, and improved policy and institutional

frameworks. To achieve growth targets envisioned in our new strategy, we request \$18 million in FY2003 DA funding, consisting of \$10 million Agriculture, \$3 million Economic Growth, and \$5 million Environment. Economic Growth funds are of particular importance to the achievement of this strategic objective, without them, the Mission's economic diversification efforts in investment and trade, and microenterprise cannot be sustained.

SO8, Human Capital. USAID/Uganda's social sector programs stand as models for the rest of the region. Combined coverage in education and health has reached all Ugandan primary school pupils, 7 million public health care beneficiaries (30% of the total population) within 15 Districts, and the entire country for the social marketing private sector strategy. Notable successes have been achieved in education by improving the policy environment and teacher training, privatizing textbook supply, and improving performance accountability; and in health by decreasing HIV prevalence, increasing the availability, improving the quality, enhancing the sustainability, and improving knowledge and perceptions related to reproductive, maternal and child health. Future programming under the new strategy will focus on improving the delivery and utilization of social sector services, particularly to women and girls to encourage positive health and life choices by this critical target population. To achieve its objectives in this area, the Mission requests \$33.8 million, consisting of DA funding of \$5.2 million Population; and in the Child Survival account, \$7 million Basic Education, \$2.6 million Child Survival, \$4.2 million Infectious Diseases, \$12.8 million HIV/AIDS, and \$2 million Vulnerable Children; as well as \$5 million in Title II LIFE resources. Given the Mission's emphasis on women and girls, it is critical that Mission Child Survival funds be protected to support non-HIV/AIDS health activities necessary for the improvement of health among Uganda's children. Uganda has experienced a serious deterioration of child health status, greatly undermining other development efforts. USAID is a leader worldwide in child survival, and our leadership is badly needed in Uganda.

SO9, Democracy, Governance and Conflict. USAID has implemented high impact, innovative programs that have expanded civic pluralism, implemented constitutional checks and balances, strengthened local government capacity to deliver service to their citizenry, and assisted in the reintegration of northern Uganda. Still, Uganda continues to suffer from material poverty that affects over 30 percent of its population. Traditional measures do not capture the state of poverty that is caused by the lack of empowerment and security, or non-income measures of poverty. These two elements are critical to equitable economic growth and the provision of adequate food, shelter, and health and education services. Future programming will expand on successful programs to assist democratic governance institutions to better respond to the needs of their constituency. This will include addressing issues of community security to reduce isolation of significant portions of the population, which has been caused by violence, ethnic tensions, and inequitable development. These programs will support the efforts of other SOs at the local and national level through improved governance and accountability, building capacity to address conflict, and strengthening movement from relief to development in conflictive areas. To accomplish these results, the Mission requests \$2 million in DA funding for Democracy and Governance; as well as \$820,000 from the DCOF. The Mission considers these funds to be critical to its program and to broader USG strategic interests. Only by maintaining an active presence in the debate on democracy, governance and conflict can the USG hope to have an impact on future directions, which may prove critical to the region. The transition to full and open democracy in Uganda is at a very tenuous stage where catalytic funding can make a big

difference in strengthening the decentralization process, providing leadership on capacity building in conflict management, and encouraging active pluralism.

ENV Sub-Directive Amounts for FY 2001 Request

COUNTRY:						
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
SO 1: Increased Rural Household Incomes	0					
SO 2: Critical Ecosystems Conserved to Sustain Biological Diversity and to Enhance Benefits to Society	4,000	4,000				
SO 3: Quality Basic Education for an Increased Percentage of Ugandan Children	0					
SO 4: Increased Service Utilization and Changed Behavior Related to Reproductive Maternal and Child Health in Selected Districts	0					
SO 5: Civic Pluralism Expanded and Constitutional Checks and Balances Implemented	0					
SPO: Improved Foundation for Reintegration of Targeted Areas in Northern Uganda	0					
TOTAL PROGRAM	4,000	4,000	0	0	0	0

ENV Sub-Directive Amounts for FY 2002 Request

COUNTRY:						
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
SO 7: Expansion of Sustainable Opportunities	3,500	3,500				
SO 8: Human Capacity Enhanced	0					
SO 9: More Responsive Governance	0					
TOTAL PROGRAM	3,500	3,500	0	0	0	0

[List of Objective ID numbers](#)

ENV Sub-Directive Amounts for FY 2002 Alternate Request

COUNTRY:						
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
SO 7: Expansion of Sustainable Opportunities	3,500	3,500				
SO 8: Human Capacity Enhanced	0					
SO 9: More Responsive Governance	0					
TOTAL PROGRAM	3,500	3,500	0	0	0	0

[List of Objective ID numbers](#)

ENV Sub-Directive Amounts for FY 2003 Request

COUNTRY:						
S.O. # , Title	Total	Global climate change	Biodiversity	Environmentally sound energy	Urban and pollution prevention	Natural resource management
SO 7: Expansion of Sustainable Opportunities	3,500	3,500				
SO 8: Human Capacity Enhanced	0					
SO 9: More Responsive Governance	0					
TOTAL PROGRAM	3,500	3,500	0	0	0	0

[List of Objective ID numbers](#)

CSD Sub-Directive Amounts for FY 2001 Request

COUNTRY:									
S.O. # , Title	Total	Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
		Immunization	Polio	Malnutrition	DCOF	HIV/AIDS	TB	Malaria	"Other"
SO 1: Increased Rural Household Incomes									
CSD	0								
Other	0								
	0	0	0	0	0	0	0	0	0
SO 2: Critical Ecosystems Conserved to Sustain Biological Diversity and to Enhance Benefits to Society									
CSD	0								
Other	0								
	0	0	0	0	0	0	0	0	0
SO 3: Quality Basic Education for an Increased Percentage of Ugandan Children									
CSD	0								
Other	0								
	0	0	0	0	0	0	0	0	0
SO 4: Increased Service Utilization and Changed Behavior Related to Reproductive Maternal and Child Health in Selected Districts									
CSD	9,499	1,976		400	338	1,996	1,796	2,993	
Other	0								
	9,499	1,976	0	400	338	1,996	1,796	2,993	0
SO 5: Civic Pluralism Expanded and Constitutional Checks and Balances Implemented									
CSD	0								
Other	0								
	0	0	0	0	0	0	0	0	0
SPO: Improved Foundation for Reintegration of Targeted Areas in Northern Uganda									
CSD	338				338				
Other	0								
	338	0	0	0	338	0	0	0	0
Total CSD	9,837	1,976	0				1,796	2,993	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	9,837	1,976	0	400	676	1,996	1,796	2,993	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2002 Request

COUNTRY:									
S.O. # , Title		Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
	Total	Immunizations	Polio	Micro-nutrients	DCOF	HIV/AIDS	TB	Malaria	Other
SO 7: Expansion of Sustainable Economic Opportunities for Rural Growth									
CSD	0								
Other	0								
	0	0	0	0	0	0	0	0	0
SO 8: Human Capacity Enhanced									
CSD	####	2,159		400	0	2,000	2,200	2,000	0
Other	0								
	####	2,159	0	400	0	2,000	2,200	2,000	0
SO 9: More Responsive Governance									
CSD	820				820				
Other	0								
	820	0	0	0	820	0	0	0	0
Total CSD									
	####	2,159	0				2,200	2,000	0
Total Other									
	0	0	0				0	0	0
TOTAL PROJECT									
	####	2,159	0	400	820	2,000	2,200	2,000	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2002 Alternate Request

COUNTRY:									
S.O. # , Title		Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
	Total	Immunizations	Polio	micronutrients	DCOF	HIV/AIDS	TB	Malaria	Other
SO 7: Expansion of Sustainable Economic Opportunities for Rural Growth									
CSD	0								
Other	0								
	0	0	0	0	0	0	0	0	0
SO 8: Human Capacity Enhanced									
CSD	####	2,000		400		2,000	2,200	2,000	0
Other	0								
	####	2,000	0	400	0	2,000	2,200	2,000	0
SO 9: More Responsive Governance									
CSD	820				820				
Other	0								
	820	0	0	0	820	0	0	0	0
Total CSD	####	2,000	0				2,200	2,000	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	####	2,000	0	400	820	2,000	2,200	2,000	0

Note: All funding for Malaria should now come from Infectious Diseases

CSD Sub-Directive Amounts for FY 2003 Request

COUNTRY:									
S.O. # , Title		Child Survival/Maternal Health			Vulnerable Children		Other Infectious Diseases*		
	Total	Immunizations	Polio	micronutrients	DCOF	HIV/AIDS	TB	Malaria	Other
SO 7: Expansion of Sustainable Economic Opportunities for Rural Growth									
CSD	0								
Other	0								
	0	0	0	0	0	0	0	0	0
SO 8: Human Capacity Enhanced									
CSD	####	2,159		400		2,000	2,200	2,000	0
Other	0								
	####	2,159	0	400	0	2,000	2,200	2,000	0
SO 9: More Responsive Governance									
CSD	820				820				
Other	0								
	820	0	0	0	820	0	0	0	0
Total CSD	####	2,159	0				2,200	2,000	0
Total Other	0	0	0				0	0	0
TOTAL PROGRAM	####	2,159	0	400	820	2,000	2,200	2,000	0

Note: All funding for Malaria should now come from Infectious Diseases

FY 2001 Budget Request by Program/Country

Fiscal Year: 2001 Program/Country:

Approp: DA/CSD

Scenario:

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 1: 617-0 Increased Rural Household Incomes															
Bilateral	32,969	11,013	9,285	1,728				0						11,508	32,474
Field Spt	125	125													125
	32,969	11,138	9,410	1,728	0	0	0	0	0	0	0	0	0	11,508	32,599
SO 2: 617-0 Critical Ecosystems Conserved to Sustain Biological Diversity and to Enhance Benefits to Society															
Bilateral	13,385	4,252										4,252		7,476	10,161
Field Spt	125	125										125			125
	13,385	4,377	0	0	0	0	0	0	0	0	0	4,377	0	7,476	10,286
SO 3: 617-0 Quality Basic Education for an Increased Percentage of Ugandan Children															
Bilateral	18,739	8,799			8,799									7,476	20,062
Field Spt		0													0
	18,739	8,799	0	0	8,799	0	0	0	0	0	0	0	0	7,476	20,062
SO 4: 617-0 Increased Service Utilization and Changed Behavior Related to Reproductive Maternal and Child Health in Selected Districts															
Bilateral	30,420	15,796					2,081	1,037	3,089	8,043	1,546			6,720	39,496
Field Spt	0	9,747					2,919	1,339	1,700	3,339	450			10,265	(518)
	30,420	25,543	0	0	0	0	5,000	2,376	4,789	11,382	1,996	0	0	16,985	38,978
SO 5: 617-0 Civic Pluralism Expanded and Constitutional Checks and Balances Implemented															
Bilateral	5,156	571											571	4,800	927
Field Spt		0													0
	5,156	571	0	0	0	0	0	0	0	0	0	0	571	4,800	927
SPO: 617-0 Improved Foundation for Reintegration of Targeted Areas in Northern Uganda															
Bilateral	2,420	338									338			2,460	298
Field Spt		0													0
	2,420	338	0	0	0	0	0	0	0	0	338	0	0	2,460	298
Total Bilateral	#####	40,769	9,285	1,728	8,799	0	2,081	1,037	3,089	8,043		4,252	571	40,440	103,418
Total Field Spt	0	9,997	125	0	0	0	2,919	1,339	1,700	3,339		125	0	10,265	(268)
TOTAL PRC	#####	50,766	9,410	1,728	8,799	0	5,000	2,376	4,789	11,382	2,334	4,377	571	50,705	103,150

FY 2001 Request Agency Goal Totals	
Econ Growth	11,138
Democracy	571
HCD	8,799
PHN	25,881
Environment	4,377
GCC (from all Go	0

FY 2001 Account Distribution (DA only)	
DA Program Total	21,086
CSD Program Total	29,680
TOTAL	50,766

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

Note:

SO3 (8799) does not include carry over (200)

SO4 (3,339 field support) does not include carry over (518)

SPO (338) does not include carry over (482)

FY 2002 Budget Request by Program/Country

Fiscal Year: 2002 Program/Country:

Approp: DA/CSD

Scenario:

FY 2002 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children Basic Education (*)	Other HCD	Population	Child Survival Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002
SO 7: Expansion of Sustainable Economic Opportunities for Rural Sector Growth															
Bilateral	0	14,033	7,621	1,750				0				4,662		959	13,074
Field Spt		0													0
	0	14,033	7,621	1,750	0	0	0	0	0	0	0	4,662	0	959	13,074
SO 8: Human Capacity Improved															
Bilateral	0	25,103			7,854		2,800	900	2,300	9,399	1,850			560	24,543
Field Spt	0	9,933					2,900	1,500	1,900	3,483	150			0	9,933
	0	35,036	0	0	7,854	0	5,700	2,400	4,200	12,882	2,000	0	0	560	34,476
SO 9: More effective and participatory Governance															
Bilateral	0	1,135									0		1,135	400	735
Field Spt		0													0
	0	1,135	0	0	0	0	0	0	0	0	0	0	1,135	400	735
Total Bilateral	0	40,271	7,621	1,750	7,854	0	2,800	900	2,300	9,399		4,662	1,135	1,919	38,352
Total Field Spt	0	9,933	0	0	0	0	2,900	1,500	1,900	3,483		0	0	0	9,933
TOTAL PROGRAM	0	50,204	7,621	1,750	7,854	0	5,700	2,400	4,200	12,882	2,000	4,662	1,135	1,919	48,285

FY 2002 Request Agency Goal Totals		
Econ Growth	9,371	
Democracy	1,135	
HCD	7,854	
PHN	27,182	
Environment	4,662	
GCC (from all Go	0	

FY 2002 Account Distribution (DA only)	
DA Program Total	20,868
CSD Program Total	29,336
TOTAL	50,204

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2002 ALT Budget Request by Program/Country

Fiscal Year: 2002 AL Program/Country:

Approp: DA/CSD

Scenario:

FY 2002 ALT Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children Basic Education (*)	Other HCD	Population	Child Survival Maternal Health (*)	Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2002 ALT
SO 7: Expansion of Sustainable Economic Opportunities for Rural Sector Growth															
Bilateral	0	18,092	10,092	3,000								5,000		959	17,133
Field Spt	0	0												0	0
	0	18,092	10,092	3,000	0	0	0	0	0	0	0	5,000	0	959	17,133
SO 8: Human Capacity improved															
Bilateral	0	24,112			6,983		2,521	1,059	2,300	9,399	1,850			560	23,552
Field Spt	0	9,671					2,638	1,500	1,900	3,483	150			0	9,671
	0	33,783	0	0	6,983	0	5,159	2,559	4,200	12,882	2,000	0	0	560	33,223
SO 9: More effective and Participatory Governance															
Bilateral	0	2,820									820		2,000	400	2,420
Field Spt	0	0												0	0
	0	2,820	0	0	0	0	0	0	0	0	820	0	2,000	400	2,420
Total Bilateral	0	45,024	10,092	3,000	6,983	0	2,521	1,059	2,300	9,399		5,000	2,000	1,919	43,105
Total Field Spt	0	9,671	0	0	0	0	2,638	1,500	1,900	3,483		0	0	0	9,671
TOTAL PRO	0	54,695	10,092	3,000	6,983	0	5,159	2,559	4,200	12,882	2,820	5,000	2,000	1,919	52,776

FY 2002 ALT Request Agency Goal Totals		FY 2002 ALT Account Distribution (DA only)	
Econ Growth	13,092	DA Program Total	25,251
Democracy	2,000	CSD Program Total	29,444
HCD	6,983	TOTAL	54,695
PHN	27,620		
Environment	5,000		
GCC (from all Go	0		

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

FY 2003 Budget Request by Program/Country

Fiscal Year: 2003 Program/Country:

Approp: DA/CSD

Scenario:

FY 2003 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children Basic Education (*)	Other HCD	Population	Child Survival Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2003
SO 7: Expansion of Sustainable Economic Opportunities for Rural Sector Growth															
Bilateral	13,074	18,000	10,000	3,000				0				5,000		11,508	19,566
Field Spt	0	0													0
	13,074	18,000	10,000	3,000	0	0	0	0	0	0	0	5,000	0	11,508	19,566
SO 8: Human Capacity Improved															
Bilateral	24,543	24,129			7,000		2,521	1,059	2,300	9,399	1,850			6,720	41,952
Field Spt	9,933	9,671					2,638	1,500	1,900	3,483	150			9,933	9,671
	34,476	33,800	0	0	7,000	0	5,159	2,559	4,200	12,882	2,000	0	0	16,653	51,623
SO 9: More effective and Participatory Governance															
Bilateral	735	2,820									820		2,000	4,800	(1,245)
Field Spt	0	0													0
	735	2,820	0	0	0	0	0	0	0	0	820	0	2,000	4,800	(1,245)
Total Bilateral	38,352	44,949	10,000	3,000	7,000	0	2,521	1,059	2,300	9,399		5,000	2,000	23,028	60,273
Total Field S	9,933	9,671	0	0	0	0	2,638	1,500	1,900	3,483		0	0	9,933	9,671
TOTAL PRO	48,285	54,620	10,000	3,000	7,000	0	5,159	2,559	4,200	12,882	2,820	5,000	2,000	32,961	69,944

FY 2003 Request Agency Goal Totals		
Econ Growth	13,000	
Democracy	2,000	
HCD	7,000	
PHN	27,620	
Environment	5,000	
GCC (from all Go	0	

FY 2003 Account Distribution (DA only)	
DA Program Total	25,159
CSD Program Total	29,461
TOTAL	54,620

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

Workforce Narrative for FY 2003 Resource Request

USAID/Uganda operates its program, one of the largest in sub-Saharan Africa, with a relatively small staff of 125 employees. The mission has 90 OE-funded personnel, including 10 US Direct Hire personnel and 80 FSN employees. There are 29 program-funded staff, including 6 USPSCs and 23 FSNs. Finally, USAID/Uganda employs two CDC employees, two Fellows, one TAACS, and one NEP.

The mission has worked diligently and judiciously to enhance productivity by reducing the number of staff to the most efficient level. In the FY 1997-2001 Country Strategic Plan, the staffing level was approved at 150 staff members (11 USDH, 2 IDIs, 9.0 other US, 2 FSN DH, and 126 FSNs). By identifying more efficient ways to manage our business and still produce high quality work products, the mission currently has reduced the workforce to 125 staff members. This is the minimum level of staffing that is necessary to meet our strategic objectives and ensure accountability.

USAID/Uganda has filled its full complement of ten approved US Direct Hire positions (plus one NEP position) but it is still not adequate to support the large and diverse portfolio of USAID/Uganda. The mission continues to have the lowest percentage of Direct Hire staff relative to the size of the program in the bureau. There are several missions in the bureau with much smaller OYBs with more USDHs. To reduce the crushing workload, the Mission has intensively sought qualified local-hire PSCs to add depth and breadth to the modest USDH staff. Due to the limited number of USDH staff, the mission is actively engaged in identifying strategies to streamline program management and reduce administrative overhead, while maintaining an ongoing rigorous review of potential vulnerabilities.

The number of FSNs has increased from 101 to 103 during the past year. The number of USPSCs has been reduced from 10 to 6. The mission has followed agency guidance and policy and, when justified, moved some of our staff members from OE funding to project funding. The number of OE-funded FSNs has decreased from 86 to 80 while the number of program funded FSNs has increased from 15 to 23. Two OE-funded USPSC positions, one in the Executive Office and one in the Financial Management Office, have been eliminated. This reflects the success of our FSN training program, whereby we have increased the capacity of our local staff.

Front Office The Mission Director and Deputy Director are necessary for running the large, diverse USAID program in Uganda.

Support Program and Project Development Office has two direct hires – Chief of PPD and Economist, and two USPSCs – Project Development Officer and Monitoring and Evaluations Specialist.

Executive Office has one direct hire.

Contracts Office has one direct hire.

Financial Management Office has one direct hire.

Technical SO7 (SO1 and SO2) – 2 direct hire positions: Team Leader and Private Enterprise Officer; 2 USPSCs: Environmental Specialist and Food for Peace Officer.

SO8 (SO3 and SO4) – 2 direct hire positions: Team Leader and NEP (to arrive in May as Deputy Team Leader); one Public Health Advisor and one Epidemiologist recruited from CDC; two Fellows, and one TAACS specializing in basic education.

SO9 (SO5 and SPO) – Chief of PPD serves as the team leader for SO9; and 2 USPSCs – one specializing in Democracy and Governance, one specializing in Conflict.

As the mission transitions to its new merged Strategic Objective Teams, resources are expected to remain at the current levels. Our current portfolio was set in place at a time when DH staffing was greater than the current levels. The maturing portfolio has outrun the capacity of our shrunken staff (11 DH), forcing long hours, high stress, and increased risk of vulnerabilities. Part of the reason for seeking a more compact strategic objective structure is to make the portfolios manageable, and preserve accountability, at our diminished staffing levels. It is the Mission's opinion that any further erosion of present staff levels, particularly in its USDH work force, would seriously compromise the mission's ability to maintain adequate management oversight and accountability of its program.

The new strategy envisioned will produce several management changes in the Mission in order to integrate six strategic objective teams into three. A year ago, the Mission embarked on a teambuilding/management improvement effort. These efforts will be continued and augmented with efforts to examine areas for staff skill development. In addition, to better utilize our existing staff members, the Mission has formed a Streamlining Committee, headed by the Deputy Director and consisting of the Program Officer, the Financial Management Officer, the Contracts Officer, and the Executive Officer, to identify ways to enhance program implementation and to facilitate operations.

Washington and Overseas Workforce Tables

Workforce Table for USAID/Uganda FY 2003 Resource Request

USAID/Uganda End of year On-Board								Total SO/SpO	Org. Mgmt.	Fin. Mgmt.	Admin. Mgmt.	Con- tract	Legal	All* Other	Total Mgmt.	Total Staff
FY 2001 Estimate	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
OE Funded: 1/																
U.S. Direct Hire	2	0	0	1	0.5	0		3.5	2	1	1	1	0	1.5	6.5	10
Other U.S. Citizens	0	0	0	0	0	0		0	0	0	0	0	0	0	0	0
FSN/TCN Direct Hire	0	0	0	0	0	0		0	0	0	0	0	0	0	0	0
Other FSN/TCN	1	0	1	1	1	0		4	2	12	54	3	0	5	76	80
Subtotal	3	0	1	2	1.5	0	0	7.5	4	13	55	4	0	6.5	82.5	90
Program Funded 1/																
U.S. Citizens	1	1	0	0	1	1		4	0	0	0	0	0	2	2	6
FSNs/TCNs	6	3	1	6	1	2		19	0	3	0	0	0	1	4	23
Subtotal	7	4	1	6	2	3	0	23	0	3	0	0	0	3	6	29
Total Direct Workforce	10	4	2	8	3.5	3	0	30.5	4	16	55	4	0	9.5	88.5	119
TAACS/CDC	0	0	1	2	0	0		3	0	0	0	0	0	0	0	3
Fellows	0	0	0	2	0	0		2	0	0	0	0	0	0	0	2
NEPs	0	0	0	1	0	0		1	0	0	0	0	0	0	0	1
Subtotal	0	0	1	5	0	0	0	6	0	0	0	0	0	0	0	6
TOTAL WORKFORCE	10	4	3	13	3.5	3	0	36.5	4	16	55	4	0	9.5	88.5	125

* Program and Project Development Office (PPD)

USDH Staffing Requirements by Backstop, FY 2001 - FY 2004

Mission: USAID/Uganda

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Occupational Backstop (BS)	Number of USDH Employees in Backstop in:			
	FY 2001	FY 2002	FY 2003	FY 2004
Senior Management				
SMG - 01	2	2	2	2
Program Management				
Program Mgt - 02	1	1	1	1
Project Dvpm Officer - 94	0	0	0	0
Support Management				
EXO - 03	1	1	1	1
Controller - 04	1	1	1	1
Legal - 85	0	0	0	0
Commodity Mgt. - 92	0	0	0	0
Contract Mgt. - 93	1	1	1	1
Sector Management				
Agriculture - 10 & 14	1	1	1	1
Economics - 11	1	1	1	1
Democracy - 12	0	0	0	0
Food for Peace - 15	0	0	0	0
Private Enterprise - 21	1	1	1	1
Engineering - 25	0	0	0	0
Environment - 40 & 75	0	0	0	0
Health/Pop.* - 50	2	2	2	2
Education - 60	0	0	0	0
Total	11	11	11	11

* Under Health and Population, there is one Direct Hire and one NEP.

Please e-mail this worksheet in Excel to: Maribeth Zankowski@HR.PPIM@aidw and to M. Cary Kauffman@HR.PPIM@aidw as well as include it with your R4 submission.

Operational Resources Narrative for FY 2003 Resource Request

During FY 01 our operational costs associated with remaining at our present office location will increase sharply. Office rent alone will experience a 7- fold increase to approximately \$200,000 per year from \$30,000 per year currently. This significant increase in office rent, coupled with the inherent security risks of the current office location, is another reason why mission management has pushed hard for construction of a new office building on the new Embassy compound.

Security enhancements at our present location continue to require huge expenditures to ensure that USAID staff and property are protected. Since the Kenya and Tanzania bombings, the mission has spent more than one million dollars on security-related activities. The current USAID office building does not comply with security requirements - forcing the mission to continue to expend significant amounts on improving security. Many of the security enhancements made were short-term projects in anticipation of moving into the new USAID office building on the Embassy compound. In an assessment that was just completed, the Mission will require approximately \$500,000 on security improvements during the current fiscal year. These improvements include installation of IP-500 rapid deployment barriers and DS-approved bollards; improved vehicle inspection checkpoints; additional guard supervision and training; deployment of additional jersey barriers; construction of berms and/or trenches to ensure appropriate setback; procurement of HF Codan radio equipment; and procurement of three lightly armored vehicles (USAID/Uganda will procure vehicles and AID/SEC will pay to armor the vehicles). In addition, the Mission spends nearly \$100,000 annually to lease three adjacent houses to meet minimum setback requirements. These houses cannot be used for office purposes and remain vacant. Finally, the Mission spends another \$500,000 annually for local guard services to protect both offices and residences.

Currently, the Mission's offices are in a former residence. In order to meet minimum office standards the mission will spend \$200,000 to upgrade the building to improve wiring to handle new computer technology, improve lighting, subdividing offices, etc. This annual expenditure will continue until the mission moves into the new office building. The mission is anticipating spending \$250,000 in the final year of occupancy to return the building to its original condition prior to returning the building to the owner.

During the current fiscal year the mission has funded \$280,000 of the \$320,000 requested by IRM in Washington for the new Microsoft Exchange communications/information system. This unexpected (and unplanned) expense has forced the mission to delay procurement activities that will have to be funded in future fiscal years.

In order to cope with budgetary constraints, the Mission has sharply reduced its staffing levels during the current strategy, from a total of 150 to 125 positions. The staff reduction has enabled the Mission to reduce its operational costs to only \$4.5 million per year. However, in order to comply with the OE ceiling of \$3.5 million established in the ISP parameters cable, Mission will have to draw heavily on its Trust Funds (TF) resources. Consequently, NPA generated TF are expected to be exhausted in FY04. In anticipation of this, Mission is exploring the possibility of negotiating a non-NPA Trust Fund agreement with the GOU.

OPERATING EXPENSES

Org. Title: USAID UGANDA													
Org. No: 21617													
OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Subtotal OC 11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	FNDH	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	41.0	0.0	41.0	0.0	0.0	0.0	45.0	0.0	45.0	45.0	0.0	45.0
11.8	FN PSC Salaries	940.0	0.0	940.0	1,118.0	0.0	1,118.0	1,329.0	0.0	1,329.0	1,329.0	0.0	1,329.0
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Subtotal OC 11.8	981.0	0.0	981.0	1,118.0	0.0	1,118.0	1,374.0	0.0	1,374.0	1,374.0	0.0	1,374.0
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	118.1	0.0	118.1	142.0	0.0	142.0	180.0	0.0	180.0	180.0	0.0	180.0
12.1	Cost of Living Allowances	30.0	0.0	30.0	50.0	0.0	50.0	50.0	0.0	50.0	50.0	0.0	50.0
12.1	Home Service Transfer Allowances	0.0	0.0	0.0	15.0	0.0	15.0	15.0	0.0	15.0	15.0	0.0	15.0
12.1	Quarters Allowances	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12.1	Other Misc. USDH Benefits	7.0	0.0	7.0	8.0	0.0	8.0	9.0	0.0	9.0	9.0	0.0	9.0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FNDH	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12.1	Other FNDH Benefits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12.1	US PSC Benefits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FN PSC	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12.1	Other FN PSC Benefits	55.0	24.0	79.0	62.0	30.0	92.0	0.0	80.0	80.0	0.0	80.0	80.0
12.1	IPA/Detail-In/PASA/RSSA Benefits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Subtotal OC 12.1	210.1	24.0	234.1	277.0	30.0	307.0	254.0	80.0	334.0	254.0	80.0	334.0
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
13.0	Other Benefits for Former Personnel - FNDH	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

OPERATING EXPENSES

Org. Title: USAID UGANDA		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
Org. No: 21617													
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
13.0	Other Benefits for Former Personnel - FN PSCs	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	100.0	0.0	100.0	100.0	0.0	100.0	50.0	0.0	50.0	50.0	0.0	50.0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	5.0	0.0	5.0	50.0	0.0	50.0	50.0	0.0	50.0	50.0	0.0	50.0
21.0	Assignment to Washington Travel	0.0	0.0	0.0	10.0	0.0	10.0	10.0	0.0	10.0	10.0	0.0	10.0
21.0	Home Leave Travel	28.0	0.0	28.0	52.0	0.0	52.0	35.0	0.0	35.0	35.0	0.0	35.0
21.0	R & R Travel	45.0	0.0	45.0	80.0	0.0	80.0	60.0	0.0	60.0	60.0	0.0	60.0
21.0	Education Travel	15.0	0.0	15.0	25.0	0.0	25.0	20.0	0.0	20.0	20.0	0.0	20.0
21.0	Evacuation Travel	10.0	0.0	10.0	15.0	0.0	15.0	15.0	0.0	15.0	15.0	0.0	15.0
21.0	Retirement Travel	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Pre-Employment Invitational Travel	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Other Mandatory/Statutory Travel	15.0	0.0	15.0	20.0	0.0	20.0	20.0	0.0	20.0	20.0	0.0	20.0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	30.0	0.0	30.0	30.0	0.0	30.0	30.0	0.0	30.0	30.0	0.0	30.0
21.0	Site Visits - Mission Personnel	30.0	0.0	30.0	30.0	0.0	30.0	26.0	0.0	26.0	26.0	0.0	26.0
21.0	Conferences/Seminars/Meetings/Retreats	20.0	0.0	20.0	30.0	10.0	40.0	30.0	0.0	30.0	30.0	0.0	30.0
21.0	Assessment Travel	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Impact Evaluation Travel	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Disaster Travel (to respond to specific disasters)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Recruitment Travel	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Other Operational Travel	10.0	0.0	10.0	5.0	0.0	5.0	5.0	0.0	5.0	5.0	0.0	5.0
	Subtotal OC 21.0	308.0	0.0	308.0	447.0	10.0	457.0	351.0	0.0	351.0	351.0	0.0	351.0
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	26.0	0.0	26.0	175.0	0.0	175.0	160.0	0.0	160.0	160.0	0.0	160.0
22.0	Home Leave Freight	16.0	0.0	16.0	25.0	0.0	25.0	40.0	0.0	40.0	40.0	0.0	40.0
22.0	Retirement Freight	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
22.0	Transportation/Freight for Office Furniture/Equip.	165.0	0.0	165.0	80.0	0.0	80.0	80.0	0.0	80.0	80.0	0.0	80.0
22.0	Transportation/Freight for Res. Furniture/Equip.	20.0	0.0	20.0	45.0	0.0	45.0	10.0	0.0	10.0	10.0	0.0	10.0
	Subtotal OC 22.0	227.0	0.0	227.0	325.0	0.0	325.0	290.0	0.0	290.0	290.0	0.0	290.0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	250.0	0.0	250.0	260.0	0.0	260.0	260.0	0.0	260.0	260.0	0.0	260.0
23.2	Rental Payments to Others - Warehouse Space	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.2	Rental Payments to Others - Residences	277.0	0.0	277.0	277.0	0.0	277.0	277.0	0.0	277.0	277.0	0.0	277.0

OPERATING EXPENSES

Org. Title: USAID UGANDA												
Org. No: 21617												
OC	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
Subtotal OC 23.2	527.0	0.0	527.0	537.0	0.0	537.0	537.0	0.0	537.0	537.0	0.0	537.0
23.3 Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3 Office Utilities	0.0	35.0	35.0	0.0	38.0	38.0	0.0	41.0	41.0	0.0	41.0	41.0
23.3 Residential Utilities	0.0	36.0	36.0	0.0	40.0	40.0	0.0	40.0	40.0	0.0	40.0	40.0
23.3 Telephone Costs	0.0	75.0	75.0	0.0	75.0	75.0	0.0	80.0	80.0	0.0	80.0	80.0
23.3 IT Software Leases	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.3 IT Hardware Lease	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.3 Commercial Time Sharing - ISP	30.0	0.0	30.0	60.0	0.0	60.0	0.0	60.0	60.0	0.0	60.0	60.0
23.3 Postal Fees (Other than APO Mail)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.3 Other Mail Service Costs	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.3 Courier Services	5.0	0.0	5.0	6.0	0.0	6.0	7.0	0.0	7.0	7.0	0.0	7.0
Subtotal OC 23.3	35.0	146.0	181.0	66.0	153.0	219.0	7.0	221.0	228.0	7.0	221.0	228.0
24.0 Printing and Reproduction	4.0	4.0	8.0	4.0	4.0	8.0	4.0	4.0	8.0	4.0	4.0	8.0
Subtotal OC 24.0	4.0	4.0	8.0	4.0	4.0	8.0	4.0	4.0	8.0	4.0	4.0	8.0
25.1 Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1 Studies, Analyses, & Evaluations	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1 Management & Professional Support Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1 Engineering & Technical Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Subtotal OC 25.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2 Office Security Guards	0.0	252.0	252.0	0.0	270.0	270.0	0.0	290.0	290.0	0.0	290.0	290.0
25.2 Residential Security Guard Services	0.0	184.0	184.0	0.0	197.0	197.0	0.0	211.0	211.0	0.0	211.0	211.0
25.2 Official Residential Expenses	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Representation Allowances	2.0	0.0	2.0	2.0	0.0	2.0	2.0	0.0	2.0	2.0	0.0	2.0
25.2 Non-Federal Audits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Grievances/Investigations	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Insurance and Vehicle Registration Fees	0.0	4.0	4.0	0.0	5.0	5.0	0.0	5.0	5.0	0.0	5.0	5.0
25.2 Vehicle Rental	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Manpower Contracts	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Records Declassification & Other Records Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Recruiting activities	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Penalty Interest Payments	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Other Miscellaneous Services	58.7	30.0	88.7	80.0	0.0	80.0	40.0	20.0	60.0	40.0	20.0	60.0
25.2 Staff training contracts	20.0	10.0	30.0	10.0	20.0	30.0	0.0	20.0	20.0	0.0	20.0	20.0
25.2 IT related contracts	0.0	4.0	4.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Subtotal OC 25.2	80.7	484.0	564.7	92.0	492.0	584.0	42.0	546.0	588.0	42.0	546.0	588.0

OPERATING EXPENSES

Org. Title: USAID UGANDA													
Org. No: 21617													
OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	167.1	0.0	167.1	179.0	0.0	179.0	192.0	0.0	192.0	192.0	0.0	192.0
25.3	All Other Services from Other Gov't. accounts	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Subtotal OC 25.3	167.1	0.0	167.1	179.0	0.0	179.0	192.0	0.0	192.0	192.0	0.0	192.0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	384.0	144.0	528.0	110.0	90.0	200.0	150.0	100.0	250.0	150.0	100.0	250.0
25.4	Residential Building Maintenance	20.0	30.0	50.0	0.0	70.0	70.0	0.0	20.0	20.0	0.0	20.0	20.0
	Subtotal OC 25.4	404.0	174.0	578.0	110.0	160.0	270.0	150.0	120.0	270.0	150.0	120.0	270.0
25.6	Medical Care	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	IT and telephone operation and maintenance costs	4.1	0.0	4.1	0.0	10.0	10.0	0.0	10.0	10.0	0.0	10.0	10.0
25.7	Storage Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7	Office Furniture/Equip. Repair and Maintenance	0.0	10.0	10.0	0.0	11.0	11.0	0.0	12.0	12.0	0.0	12.0	12.0
25.7	Vehicle Repair and Maintenance	0.0	30.0	30.0	0.0	30.0	30.0	0.0	20.0	20.0	0.0	20.0	20.0
25.7	Residential Furniture/Equip. Repair and Maintenance	0.0	12.0	12.0	0.0	5.0	5.0	1.0	4.0	5.0	1.0	4.0	5.0
	Subtotal OC 25.7	4.1	52.0	56.1	0.0	56.0	56.0	1.0	46.0	47.0	1.0	46.0	47.0
25.8	Substance & spt. of persons (by contract or Gov't.)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26.0	Supplies and materials	20.0	106.0	126.0	50.0	45.0	95.0	40.0	19.0	59.0	40.0	19.0	59.0
	Subtotal OC 26.0	20.0	106.0	126.0	50.0	45.0	95.0	40.0	19.0	59.0	40.0	19.0	59.0
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	40.0	10.0	50.0	20.0	20.0	40.0	30.0	0.0	30.0	30.0	0.0	30.0
31.0	Purchase of Office Furniture/Equip.	90.0	0.0	90.0	20.0	30.0	50.0	30.0	0.0	30.0	30.0	0.0	30.0
31.0	Purchase of Vehicles	96.0	0.0	96.0	60.0	0.0	60.0	35.0	0.0	35.0	35.0	0.0	35.0
31.0	Armoring of Vehicles	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
31.0	Purchase of Printing/Graphics Equipment	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
31.0	IT Hardware purchases	300.0	0.0	300.0	185.0	0.0	185.0	150.0	0.0	150.0	150.0	0.0	150.0
31.0	IT Software purchases	6.0		6.0	10.0	0.0	10.0	13.0	0.0	13.0	13.0	0.0	13.0
	Subtotal OC 31.0	532.0	10.0	542.0	295.0	50.0	345.0	258.0	0.0	258.0	258.0	0.0	258.0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

OPERATING EXPENSES

Org. Title: USAID UGANDA													
Org. No: 21617		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
32.0	Purchase of Land & Buildings (& bldg. construction)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32.0	Purchase of fixed equipment for buildings	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32.0	Purchase of fixed security equipment for buildings	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32.0	Building Renovations/Alterations - Office	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32.0	Building Renovations/Alterations - Residential	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0	Claims and indemnities	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL BUDGET		3,500.0	1,000.0	4,500.0	3,500.0	1,000.0	4,500.0	3,500.0	1,036.0	4,536.0	3,500.0	1,036.0	4,536.0

Additional Mandatory Information

[illegible]

* The Mission is anticipating an overall Trust Fund agreement with the Government of Uganda.

0.0

0.0

0.0

Organization: USAID UGANDA 21617

Foreign National Voluntary Separation Account									
Action	FY 2000			FY 2001			FY 2002		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Local Currency Trust Funds - Regular				
	FY 2001	FY 2002	FY 2003	FY 2003
	Estimate	Target	Target	Request
Balance Start of Year	1,111.1	734.9	614.9	614.9
Deposits	623.8	880.0	880.0	880.0
Obligations	1,000.0	1,000.0	1,036.0	1,036.0
Balance End of Year	734.9	614.9	458.9	458.9

Exchange Rate 1,800.0 1,800.0 1,800.0 1,800.0

Local Currency Trust Funds - Real Property			
	FY 2000	FY 2001	FY 2002
Balance Start of Year	0.0	0.0	0.0
Obligations	0.0	0.0	0.0
Deposits	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0

Exchange Rate _____ _____ _____

CONTROLLER OPERATIONS

[illegible]

CONTROLLER OPERATIONS

Org. Title: USAID UGANDA Org. No:21617 OC		Overseas Mission Budgets											
		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0	Other Benefits for Former Personnel - FN PSCs	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	34.2	0	34.2	30.8	0	30.8	30.8	0	30.8	30.8	0	30.8
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Assignment to Washington Travel	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Home Leave Travel	14	0	14	0	0	0	14	0	14	14	0	14
21.0	R & R Travel	8.1	0	8.1	8.1	0	8.1	8.1	0	8.1	8.1	0	8.1
21.0	Education Travel	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Evacuation Travel	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Retirement Travel	7.2	0	0	0	0	0	0	0	0	0	0	0
21.0	Pre-Employment Invitational Travel	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Other Mandatory/Statutory Travel	1	0	1	0	0	0	0	0	0	0	0	0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	4.5	0	4.5	4.5	0	4.5	4.5	0	4.5	4.5	0	4.5
21.0	Site Visits - Mission Personnel	3	0	3	2.2	0	2.2	2.2	0	2.2	2.2	0	2.2
21.0	Conferences/Seminars/Meetings/Retreats	3.5	0	3.5	4.5	0	4.5	4.5	0	4.5	4.5	0	4.5
21.0	Assessment Travel	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Impact Evaluation Travel	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Disaster Travel (to respond to specific disasters)	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Recruitment Travel	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Other Operational Travel	3	0	3	0.7	0	0.7	0.7	0	0.7	0.7	0	0.7
	Subtotal OC 21.0	78.5	0	71.3	50.8	0	50.8	64.8	0	64.8	64.8	0	64.8
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	0	0	0	0	0	0	0	0	0	0	0	0
22.0	Home Leave Freight	5	0	5	0	0	0	5	0	5	5	0	5
22.0	Retirement Freight	0	0	0	0	0	0	0	0	0	0	0	0
22.0	Transportation/Freight for Office Furniture/Equip.	0	0	0	0	0	0	0	0	0	0	0	0
22.0	Transportation/Freight for Res. Furniture/Equip.	6	0	6	4	0	4	3	0	3	3	0	3
	Subtotal OC 22.0	11	0	11	4	0	4	8	0	8	8	0	8
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	47	0	47	47	0	47	47	0	47	47	0	47
23.2	Rental Payments to Others - Warehouse Space	0	0	0	0	0	0	0	0	0	0	0	0
23.2	Rental Payments to Others - Residences	21.6	0	21.6	21.6	0	21.6	21.6	0	21.6	21.6	0	21.6
	Subtotal OC 23.2	68.6	0	68.6	68.6	0	68.6	68.6	0	68.6	68.6	0	68.6
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	0	5.2	5.2	6	0	6	6	0	6	6	0	6
23.3	Residential Utilities	0	5.4	5.4	6	0	6	6	0	6	6	0	6

CONTROLLER OPERATIONS

Org. Title: USAID UGANDA Org. No:21617 OC		Overseas Mission Budgets											
		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
23.3	Telephone Costs	0	11.2	11.2	12.7	0	12.7	12.7	0	12.7	12.7	0	12.7
23.3	ADP Software Leases	0	0	0	0	0	0	0	0	0	0	0	0
23.3	ADP Hardware Lease	0	0	0	0	0	0	0	0	0	0	0	0
23.3	Commercial Time Sharing - ISP	5	0	5	10	0	10	0	10	10	0	10	10
23.3	Postal Fees (Other than APO Mail)	0	0	0	0	0	0	0	0	0	0	0	0
23.3	Other Mail Service Costs	0	0	0	0	0	0	0	0	0	0	0	0
23.3	Courier Services	1.5	0	1.5	1.5	0	1.5	1.5	0	1.5	1.5	0	1.5
	Subtotal OC 23.3	6.5	21.8	28.3	36.2	0	36.2	26.2	10	36.2	26.2	10	36.2
24.0	Printing and Reproduction	0.6	0.6	1.2	0.6	0.5	1.1	0.6	0.5	1.1	0.6	0.5	1.1
	Subtotal OC 24.0	0.6	0.6	1.2	0.6	0.5	1.1	0.6	0.5	1.1	0.6	0.5	1.1
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations	0	0	0	0	0	0	0	0	0	0	0	0
25.1	Management & Professional Support Services	0	0	0	0	0	0	0	0	0	0	0	0
25.1	Engineering & Technical Services	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	0	51.7	51.7	0	51.7	51.7	0	51.7	51.7	0	51.7	51.7
25.2	Residential Security Guard Services	0	16.7	16.7	0	16.7	16.7	0	16.7	16.7	0	16.7	16.7
25.2	Official Residential Expenses	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Representation Allowances	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Non-Federal Audits	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Grievances/Investigations	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Insurance and Vehicle Registration Fees	0	0.6	0.6	0	0.7	0.7	0	0.7	0.7	0	0.7	0.7
25.2	Vehicle Rental	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Manpower Contracts	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Records Declassification & Other Records Services	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Recruiting activities	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Penalty Interest Payments	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Other Miscellaneous Services	8.8	4.5	13.3	12	4	16	6	2	8.8	6	2	8
25.2	Staff training contracts	12.6	2.5	15.1	3.5	3.5	7	0	3.5	3.5	0	3.5	3.5
25.2	ADP related contracts	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.2	21.4	76	97.4	15.5	76.6	92.1	6	74.6	81.4	6	74.6	80.6
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	16.1	0	16.1	17.9	0	17.9	19.2	0	19.2	19.2	0	19.2
25.3	All Other Services from Other Gov't. accounts	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.3	16.1	0	16.1	17.9	0	17.9	19.2	0	19.2	19.2	0	19.2
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

CONTROLLER OPERATIONS

Org. Title: USAID UGANDA Org. No:21617 OC		Overseas Mission Budgets											
		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.4	Office building Maintenance	14.9	14.9	29.8	3	3	6	3	3	6	3	3	6
25.4	Residential Building Maintenance	2.7	2.7	5.4	0.9	1.8	2.7	0.9	1.8	2.7	0.9	1.8	2.7
	Subtotal OC 25.4	17.6	17.6	35.2	3.9	4.8	8.7	3.9	4.8	8.7	3.9	4.8	8.7
25.6	Medical Care	0	0		0	0		0	0		0	0	
	Subtotal OC 25.6	0	0	0	0	0	0	0	0	0	0	0	0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	0.7	0	0.7	0.7	0	0.7	0.7	0	0.7	0.7	0	0.7
25.7	Storage Services	0	0	0	0	0	0	0	0	0	0	0	0
25.7	Office Furniture/Equip. Repair and Maintenance	0.1	1.5	1.6	0	0.7	0.7	0	0.7	0.7	0	0.7	0.7
25.7	Vehicle Repair and Maintenance	0	0	0	0	3	3	0	3	3	0	3	3
25.7	Residential Furniture/Equip. Repair and Maintenance	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.7	0.8	1.5	2.3	0.7	3.7	4.4	0.7	3.7	4.4	0.7	3.7	4.4
25.8	Subsistence & spt. of persons (by contract or Gov't.)	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0	0	0	0
26.0	Supplies and materials	6.3	22.5	28.8	7.5	6.8	14.3	6	2.9	8.9	6	2.9	8.9
	Subtotal OC 26.0	6.3	22.5	28.8	7.5	6.8	14.3	6	2.9	8.9	6	2.9	8.9
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	5.5	0.9	6.4	2.2	0.9	3.1	3.3	0	3.3	3.3	0	3.3
31.0	Purchase of Office Furniture/Equip.	2.8	0	2.8	2.8	4.2	7	4.2	0	4.2	4.2	0	4.2
31.0	Purchase of Vehicles	10.2	0	10.2	8	0	8	3.5	0	3.5	3.5	0	3.5
31.0	Purchase of Printing/Graphics Equipment	0	0	0	0	0	0	0	0	0	0	0	0
31.0	ADP Hardware purchases	59.8	0	59.8	27.6	0	27.6	14.9	0	14.9	14.9	0	14.9
31.0	ADP Software purchases	1.5	0	1.5	1.5	0	1.5	1.5	0	1.5	1.5	0	1.5
	Subtotal OC 31.0	79.8	0.9	80.7	42.1	5.1	47.2	27.4	0	27.4	27.4	0	27.4
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)	0	0	0	0	0	0	0	0	0	0	0	0
32.0	Purchase of fixed equipment for buildings	0	0	0	0	0	0	0	0	0	0	0	0
32.0	Building Renovations/Alterations - Office	0	0	0	0	0	0	0	0	0	0	0	0
32.0	Building Renovations/Alterations - Residential	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities	0	0	0	0	0	0	0	0	0	0	0	0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		539.8	144.7	677.3	436.8	101.7	538.5	530.2	100.7	631.7	530.2	100.7	630.9

CONTROLLER OPERATIONS

Org. Title: USAID UGANDA Org. No:21617 OC	Overseas Mission Budgets											
	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total

Additional Mandatory Information

Dollars Used for Local Currency Purchases	<u>185.7</u>			<u>226.1</u>			<u>259</u>			259		
Exchange Rate Used in Computations	<u>1800</u>	<u>1800</u>		<u>1800</u>	<u>1800</u>		<u>1800</u>	<u>1800</u>		1800	1800	

**

If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.
On that form, OE funded deposits must equal:

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Accessing Global Bureau Services Through Field Support and Buy-Ins

page 48

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2002		FY 2003	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
SO4: Increased Service Utilization and Changed Behaviors Related to Reproductive/Maternal and	936-3085 Commercial Market Strategies (CMS)	High	6 Years (10/98-9/03)		2,500		2,500
	936-3096.03 MEDS/LTG	High	6 Years (1/99- 1/04)		260		260
	936--6004.09 JHUniversity (HCSF)Program	High	6 Years (10/97-9/02)		400		400
	936--3096.01 BASICS II	High	6 Years (6/99 - 6/04)		400		400
	963-3094.02 MOST	High	6 Years (9/98-9/03)		400		400
	936-3058 CARE International	High	4 Years (7/98-7/01)		700		700
	936-3083 MEASURE (Monitoring/Evaluation)	High	5 Years (9/97-9/01)		300		300
	936-3057 Contraceptive Procurement (CCP)	High	13 Years (1990-2003)		1,128		1,128
	936-5986 ARCH	High	6 Years (8/96- 7/01)		200		200
	936-3084.01 NGO Networks (Save The Children)	High	5 Years (9/97-9/01)		150		150
	936-3078.02 The New Policy Project (FUTURES) (Follow -On)	High	7 Years (2000 - 2006)		1,100		1,100
	936-3089.01 DELIVER	High	6 Years (2001- 2006)		1,360		1,360
	936-3100.01 CDC/IAA	High	6 Years (9/98-9/03)		773		773
GRAND TOTAL.....					9,671		9,671
				19,342			

* For Priorities use high, medium-high, medium, medium-low, low

USAID/Uganda FY 2003 R4 Environmental Annex: Reg 216 Review, Status, Plans and Schedule - FY 2000 – '01

Activity	Prior to FY 2001	For Bureau Environmental Officer Review during FY 01	MEO Actions
SO 1			
IDEA	Approved IEE with deferral for pesticides	Pesticide IEE submitted to AFR/BEO	Review and submit Pesticide IEE
SPEED	N/A (new activity)	IEE will be submitted to AFR/BEO, 5/01	Assist TL to develop IEE
COMPETE	N/A (new activity)	IEE will be submitted to AFR/BEO, 5/01	Assist TL to develop IEE
Trade Policy	No environmental review conducted	IEE will be submitted to AFR/BEO, 5/01	Assist TL to develop IEE
Heifer Project Intl. and Land o' Lakes	No environmental review conducted	IEE will be submitted to AFR/BEO, 5/01, specifically considering pesticide use (acaracides)	Assist TL to develop IEE
SO1/Title II			
ACDI/VOCA	Operating under approved IEE with deferral for pesticides	ESR with Results Review and IEE with DPP to BHR/BEO. Need to resolve pesticide deferral.	Assist Cooperating Sponsor to develop IEE
Africare	Operating under approved IEE with deferral for pesticides	ESR with Results Review and IEE with DPP to BHR/BEO. Need to resolve pesticide deferral.	Assist CS to develop IEE
World Vision	Operating under approved IEE with deferral for pesticides	ESR with CSR4 to BHR/BEO. Need to resolve pesticide deferral.	Assist CS to resolve pesticide deferral
TechnoServe	Operating under approved IEE with deferral for pesticides	ESR with CSR4 to BHR/BEO. Need to resolve pesticide deferral.	Assist CS to resolve pesticide deferral
SO 2			
COBS (BIOFOR)	Operating under SO2 SOAG "blanket IEE"; needs envir. screening	Amended IEE to AFR/BEO, 5/01	Conduct envir. Screening

ECOTRUST	Operating under SO2 “blanket IEE”; envir. screening complete	No action necessary	No action necessary
Water Hyacinth Management	Operating under SO2 “blanket IEE”.	Pesticide IEE will be necessary if herbicide use is planned; AFR/BEO approval req’d.	Conduct IEE
SpO			
RENU	IEE conducted and approved	No action necessary	No action necessary
SO 3			
SUPER	IEE conducted and approved	No action necessary	No action necessary
SO 4			
DISH II/SOAg	No environmental review conducted	IEE to AFR/BEO, 4/01	Assist TL to conduct IEE
SO 5			
Democracy Transition Initiatives	IEE conducted and approved	No action necessary	No action necessary

**Strategic Objective #4: Increased Service Utilization and Changed Behaviors for
Reproductive, Maternal and Child Health in Selected Districts**
Revised Results Framework
Illustrative Activities and Performance Indicators

USAID/Uganda's SO4 is supported by four intermediate results. In SO4's Performance Monitoring Plan, performance is measured by 15 indicators at the strategic objective level; 13 indicators address the intermediate results. Data are not available for all of these indicators on an annual basis. The total number of indicators has increased from the previous year due to the addition of new indicators in child health and HIV prevention.

Last year the Mission identified four indicators to be used for R4 reporting, all at the strategic objective level. We are unable to report on one of those indicators this year:

Indicator 4.1, Contraceptive prevalence rate (CPR) in target districts. The planned data source for this indicator for 2000 was the Uganda Demographic and Health Survey (UDHS); however due to delays in the implementation of the UDHS, data were not available at the time of the R4. CPR from the 2000-2001 UDHS will be reported next year.

As proposed in the R4 narrative last year, one child health indicator has been added for reporting in the FY2003 R4. **Indicator 4.1, DPT3 immunizations given to children under 1 year of age,** was reported this year, in lieu of CPR.

Indicator 4.c, Assisted Deliveries in target districts. The data source for this indicator has been problematic. Indicator data are derived from the HMIS system at government and NGO facilities and do not capture clients who are increasingly seeking care at private, for-profit health facilities. Once the new 2002-2007 Integrated Strategic Plan is finalized, this indicator and its measurement will be refined.

Strategic Objective #5: Civic Pluralism Expanded and Constitutional Check and Balances Implemented
Revised Performance Indicator Reporting Plan

Since the results framework was revised in late 1998, USAID/Uganda's SO5 has reported on the following four performance indicators:

Indicator 5.1, Use of oversight powers by Parliament

Indicator 5.3.1, Number of executive branch bills substantially reviewed

Indicator 5.3.1.1, Number of Parliament-initiated Bills introduced and/or passed

Indicator 5.4.1, All existing laws compiled and available.

These indicators were selected for R4 reporting prior to the design and implementation of the Mission's activities in support of Uganda's decentralization program. The GoU is committed to the decentralization of programs and resources to local government entities as a critical component of its Poverty Eradication Action Plan (PEAP). Phase I of USAID/Uganda's decentralization activity was launched in two pilot districts in October, 1999 and is slated to expand to an additional six districts in 2001.

The decentralization activity supports two of SO5's intermediate results: IR 5.1, Increased Civil Society Participation in Advocacy, Public Decision Making and Oversight of Government in Target Areas; and 5.2, Improved Decentralized Local Government Functions in Targeted Districts. The SO team proposes to replace Indicator 5.1, Use of oversight powers by Parliament, with Indicator 5.2.1, Number of stakeholders with improved capacity in budgeting, planning, needs assessment, and management, for reporting in R4 2004. "Stakeholders" includes elected government officials at the local level (district and below), appointed civil servants, and representatives of civil society (NGOs and CBOs). The proposed new indicator reflects the fact that implementation has been underway for less than two years, but permits the Mission to report on progress in the key area of decentralization. As the program matures, the indicator will be revised to reflect the stakeholders' *application* of their new skills.

GLOBAL CLIMATE CHANGE INITIATIVE

USAID/Uganda has four (4) strategic objectives (SOs) that relate to the Global Climate Change Initiative - SO 1: *Increased Rural Household Income*; SO 2: *Critical Ecosystems Conserved to Sustain Biological Diversity and to Enhance Benefits to Society*; SO 4: *Increased Service Utilization and Changed Behaviors for Reproductive, Maternal and Child Health in Selected Districts* (included under CCI Result 4); and the Special Objective (SpO): *Reintegration of Northern Uganda*. Most of USAID's CCI results have been achieved through the five indicators under Result 2: Reduced Greenhouse Gas Emissions from Land Use, Forestry Activities and Natural Resource Management, and significant resources have been committed under Result 4: Reduced Vulnerability to the Threats Posed by Climate Change.

Result 2: Reduced Greenhouse Gas Emissions from Land Use, Forestry Activities and Natural Resource Management

2.1: Interventions Initiated to Preserve, Increase or Reduce the Rate of Loss of Carbon Stocks

SO1: partners in the crop production sub-sector continued to support activities that promote sustainable farming systems. The approach is comprehensive and includes tree, shrub and grass boundary planting to retain soil, increase water infiltration and expand hectareage under perennial vegetation. Other complementary activities include mulching and composting, construction and use of household bio-gas converters, construction of fuel-efficient stoves and establishment of on-farm woodlots to reduce exploitation pressure on indigenous forests.

SO2: supported management planning in four National Parks and four Wildlife Reserves. During FY 2000, six Environmental Action Plans (of the 14 developed in the sub-counties of Masindi District) were implemented. In addition and in collaboration with SO1, SO2 supported agro-forestry and watershed conservation activities, noted above, in Kabale District.

2.2a: On-the-ground impacts where natural ecosystems are preserving carbon stocks

SO2: supported ecological monitoring and improved management in Bwindi, Mgahinga, and Kibale National Parks and Karuma Wildlife Reserve. USAID also supported an activity in three Districts of northern Uganda to conserve the Shea savanna. The Shea tree is indigenous to these northern areas of Uganda, and is utilized by the local people to produce cooking oil, cosmetic products, and fuel. Human population and economic pressures have severely reduced the abundance and distribution of Shea since the tree is being harvested for charcoal production. USAID activities to address this problem include on-farm nursery production, out-planting, extension and environmental education in rural schools to demonstrate the benefits of Shea as a renewable resource.

Indicator 2.2b: Achieved on-the-ground impacts on managed agricultural lands with increased carbon stocks

SO1: Several partners are delivering results under this indicator. Heifer Project International (HPI) promotes and provides training in composting, tree planting and bio-gas unit construction, and has recorded high adoption rates among its customers, ninety-five percent of whom are women. Africare promotes tree, bush and grass-lined ridging, composting, agroforestry for fuel-

wood, efficient stove construction and will soon partner with HPI to expand the number of bio-gas units in their areas of operation. ACDI/VOCA manages over 25 sub-grants covering 30 of Uganda's 45 districts to promote sustainable agriculture, including appropriate use of organic soil amendments. Investment in Developing Export Agriculture, TechnoServe and World Vision also promote similar sustainable agriculture practices. These programs have led to significant and sustainable increases in incomes and food security.

SO2: continued its intervention for this indicator with an activity spearheaded by the International Center for Research in Agro-Forestry (ICRAF). ICRAF is leading AFRENA (Agro-forestry Research Network for Africa) to expand its operations in the Kigezi Highlands of southwest Uganda and in the coffee-banana plantation zones north of Lake Victoria and west of Jinja. The objectives of the activity are to: 1) reduce utilization pressure upon and unsustainable exploitation of Uganda's southwest afro-montane and lakeshore forests, 2) enhance soil fertility and watershed stabilization on-farm with conservation practices and 3) increase on-farm food security and household income. Interventions include: a) research on agroforestry technologies including suitable plant materials introductions, b) farmer and extension agent training and c) on-farm trials and dissemination of conservation tillage, boundary planting, perennial trees and shrubs, soil fertility enhancement and legume rotations, and dissemination of the technologies to farmers. On-farm, community-based efforts are being implemented on a watershed, and interventions in FY 2001 will up-scale using this approach.

As part of the Northern Uganda Food Security program, farm planning and demonstrations incorporate appropriate land utilization and soil and water conservation techniques to achieve sustainable agriculture, notably the construction of contour ditches to prevent runoff and soil erosion. An integrated agroforestry component in one project addresses the production of food, fodder for animals and fuel wood as a source of energy. The project has created a greenhouse with a capacity of 10,000 high-value grafted planting materials (passion fruit, citrus, mangoes), and also has planted five acres of neem trees as a biological pesticide and two acres of teak as a demonstration for fuel wood and timber production on household wood lots. A second project is establishing community resource centers which incorporate the transfer of technology for forestry activities and tree nurseries for purposes of environmental protection and income generation, consisting of a mixed package of food, fuel, and high value trees.

2.3: National/Sub-national policy advances

SO2: The main SO2 involvement in national and sub-national policy advances was in the completion of 14 sub-county Environmental Action Plans in Masindi District and the initiation of over 60 such plans in Kisoro, Rukungiri and Bushenyi Districts in SW Uganda. This included working with farmers and the decentralized structure of local environment committees to identify problems and develop local solutions in the form of action plans. The approach was particularly effective among the communities bordering Queen Elizabeth Protected Area, where Africare will use the plans as guides to target its agroforestry interventions.

2.4: Public and private investment leveraged

SO1: See Result #3.

SO2: was highly successful in leveraging investment in activities that contribute to the GCCI. For example, the endowment of the Mgahinga and Bwindi Impenetrable Forest Conservation Trust (MBIFCT) grew to over \$7.5 million in FY2000, an amount that assists in the conservation of two of Uganda's most critical forest ecosystems.

SPO: The NUFS Sustainable Agriculture and Food-based Enterprises (SAFE) project grant to Appropriate Technology/Uganda leverages money from the McKnight Foundation through Enterprise Works Worldwide.

2.5a: Increased institutional capacity to address global climate change issues

SO1: has partially funded the installation of the Regional Famine Early Warning System (FEWS) in Uganda, focusing on three areas of capacity building through mid-FY 2000: (1) Methodologies for Rapid Rural Appraisal; (2) Policy Guidelines for Food Aid Targeting; and (3) Improved climate information dissemination to farmers. Forecasting techniques and the results of regional forecasts were incorporated into agricultural extension messages to farmers.

SO2: See Indicator 2.2b

SPO: USAID's implementing partners for the NUFS grants (Action Afrika Hilfe – AAH, and Appropriate Technology/Uganda – AT/U) are working with the district and sub-county administrations in Moyo, Gulu and Kitgum districts to introduce, demonstrate and extend appropriate technology for sustainable agriculture and agroforestry.

2.5b: Technical capacity strengthened through workshops, research and other training

SPO: The activities noted under Indicator 2.5a also include development of the Moyo district farm institute as a center for applied research and demonstrations, training of district agricultural extension staff, and technology promotion through participatory research with farmers, on-farm trials, and field days.

Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas

SO1: In an activity not funded by USAID but benefiting from USAID-leveraged funding, one partner (AT/U) is implementing a carbon emissions reduction for tax-credit activity. While still a new activity, the plan calls for improved supplemental cattle feeding contributing to reductions in emissions of methane by cattle. The activity will be implemented by a long-time partner of USAID, and will be funded by a Canadian utility company, to whom the tax credit will accrue.

Result 4: Reduced Vulnerability to the Threats Posed by Climate Change

Key Area (ii): Emergency Preparedness (SO1 & SpO activities)

1& 3. Early warning system & capacity building

The Famine Early Warning System network (FEWSNET), evolved from an earlier FEWS III. FEWSNET is USAID's drought surveillance & monitoring arm, reporting mainly on food security related issues. FEWSNET works extensively with Min. Agriculture, Animal Industry & Fisheries (MAAIF); Dept Disaster Mgmt, & Dept Meteorology. Previously, FEWS III built capacity in basic use of computers, use of remote sensing software; data interpretation and reporting; five staff trained.

2 & 3. humanitarian response and capacity building

OFDA grant to MEDAIR for emergency water and sanitation in Kotido Dist.

Key Area (iii): Agric & Food Security (SO1 & SpO activities)

1. Research & Development: IDEA project working with National Agric. Research Org. (NARO) on maize, beans & sesame. Aktion Afrika Hilfe (FY98-FY01) in Moyo.

3. Extension/Demonstration: IDEA project, 20 districts covered; Appropriate Technology Uganda; Northern Uganda Food Security Initiative in Gulu, Lira & Kitgum

Key Area (iv): Biodiversity & Forestry (an SO2 activity)

1. Preservation of Biodiversity: Projects include work in Protected Areas (national parks and wildlife reserves) to conserve indigenous vegetation and ecosystems (tropical forests and savanna) and sustainable agricultural systems using agroforestry and soil conservation. Partners include: 1) African Wildlife Foundation-International Gorilla Conservation Program, 2) an institutional contract supporting SO2 in Protected Area planning (Queen Elizabeth and Murchison Falls); ICRAF supporting the Agroforestry Research Network for Africa and its partnership with Africare; 3) Lake Victoria water hyacinth management working with East African Community technical secretariat in a basin-wide EIA for water hyacinth control; 4) voluntary relocation efforts from Murchison Falls Conservation Area to surrounding District lands to reduce human impacts and pressures inside the Protected Area.

Key Area (v): Human Health & Nutrition (primarily SO4 activity; SO1 contribution – Africare/Uganda Food Security Initiative under Title II; contribution from SpO)

1. Improved quality of health services: Projects include- Delivery of Improved Services for Health (DISH), The AIDS Support Organization (TASO), AIDS Information Centre (AIC) and CARE International. These programs increase the use of voluntary family planning services, improve maternal and child health, and reduce the spread of HIV/AIDS. Activities are implemented in 15 of the 45 districts covering about 35 percent of the population.

2. Vector control: Mosquitoes/Malaria; Distribution of the SmartNet insecticide-treated nets & pre-packaged malaria treatment kits. The SmartNet was launched 11/2000 and the campaign targets pregnant women and children under five. SmartNet is made available through retail outlets, clinics as well as large work sites where malaria is detrimental to the productivity.

3. Improved nutrition: MOST (Micro-nutrient Operational Strategies and Technology) MOST contributes to increasing awareness about, and taking action to address the problem of severe malnutrition in Uganda. As a direct result of the MOST Project activities, the Ministry of Health has radically changed its recommendations for routine supplementation with the essential micro-nutrient vitamin A. The Project has led the Government of Uganda, NGOs and other organizations to take action to reach children under five years of age and women on interventions such as vitamin A supplementation.

An OFDA grant to Action Against Hunger in Gulu includes emergency nutrition assistance as a response to conflict and displacement.

FY00 Climate Change Reporting Guidance - Data Tables

Please fill in the YELLOW cells to complete the table.

Table 1.0 - Background Information

Country, Region, Office, or Program Reporting:	
Name of person(s) & IR Teams completing tables:	Robert Buzzard, Env/NRM Team Ldr
Name #1:	
SO Team Name and number1	SO2
Name #2:	
SO Team Name and number2	
Name #3:	
SO Team Name and number3	
Contact information	Dept. of State
Address (1):	
Address (2):	
Street:	2190 USAID/Kampala PL.
City, Address Codes:	Washington, DC. 20521-2190
Telephone number:	++256-41-235879
Fax number:	++256-41-258981
Email address:	rbuzzard@usaid.gov
Other relevant information:	

FY00 Reporting Units participating in the Climate Change Initiative

AFR/SD – CARPE	LAC/RSD
AFR/SD – FEWS	Lithuania
Albania	Macedonia
Armenia	Madagascar
Bangladesh	Malawi
Bolivia	Mali
Brazil	Mexico
Bulgaria	Moldova
CEE Regional	Mozambique
Central America (G-CAP)	Nepal
Central Asia Republics	Nicaragua
East Asia Environmental Initiative	NIS Regional
Ecuador	Panama
EGAD	Paraguay
Egypt	Peru
G/ENV/EET	Philippines
G/ENV/ENR	Poland
G/ENV/GCC	RCSA
G/ENV/UP	Romania

Please fill in the YELLOW cells to complete the table.

TABLE 1.1						
Result 1: Increased Participation in the UNFCCC						
Indicator 1: Policy Development Supporting the Framework Convention on Climate Change						
PLEASE SEE DEFINITIONS BELOW						
Policy Measure	STEP 1: Policy Preparation and Presentation	STEP 2: Policy Adoption	STEP 3: Implementation and Enforcement	List Activities Contributing to Each Policy Category	SO Number for Activity	CN/TN Number for Activity
Integration of climate change into national strategic, energy, and sustainable development strategies						
Emissions inventory						
Mitigation analysis						
Vulnerability and adaptation analysis						
National Climate Change Action Plan						
Procedures for receiving, evaluating, and approving Activities Implemented Jointly (AIJ) proposals						
Procedures for monitoring and verifying greenhouse gas emissions						
Growth baselines for pegging greenhouse gas emissions to economic growth						
Legally binding emission reduction targets and timetables						
Other (describe)						
Other						
Other						
Other						
Other						
Sub-total (number of policy steps achieved):	0	0	0			
	TOTAL (number of policy steps achieved):			0		

Definitions: Policy Steps Achieved	
Policy Measure	"Policy measures" may include documentation demonstrating a legal, regulatory, or other governmental commitment to a defined course of action. Thus, for example, "policy measures" would include: a national, state, provincial, or local law; a regulation or decree; guidance issued by an agency, ministry, or sub-national body; a land use plan; a National Environmental Action Plan; a Climate Change Action Plan; or a National Communication to the IPCC. The term "policy measures" does not include technical documentation, such as technical reports or land use maps, nor site-specific activities reported under Indicators 1 and 2 (e.g., legal demarcation of individual site or granting of community access to single location).
Policy Preparation and Presentation (Step 1)	Draft bill, policy or regulation, vetted through relevant stakeholders in government, non-government, the private sector and civil society, and introduced for debate in appropriate legislative, regulatory, or governmental body.
Policy Adoption (Step 2)	Policy intervention is approved and adopted by the appropriate administrative agency or legislative body. Can take the form of the voting on a law; the issuance of a decree, etc.
Policy Implementation and Enforcement (Step 3)	Actions that put the policy interventions into effect, such as agency personnel trained in procedures, appropriate institutions created or strengthened, or legislation implemented through the appropriate government agency.

Definitions: Types of Activities	
Adaptation	Adjustments in practices, processes or structures of systems to projected or actual changes of climate (may be spontaneous or planned).
Emissions inventory	Detailed listing of GHG sources and sinks.
Growth Baselines	An approach that would link countries' emissions targets to improvements in energy efficiency.
Joint Implementation (JI)	The process by which industrialized countries can meet a portion of their emissions reduction obligations by receiving credits for investing in GHG reductions in developing countries.
Mitigation	An action that prevents or slows the increase of greenhouse gases (GHGs) by reducing emissions from sources and sinks.
National Climate Change Action Plan	Plans that delineate specific mitigation and adaptation measures that countries will implement and integrate into their ongoing programs. These plans form the basis for the national communications that countries submit to the UNFCCC Secretariat.

Please fill in the YELLOW cells to complete the table.

TABLE 1.2					
Result 1: Increased Participation in the UNFCCC					
Indicator 2: Increased capacity to meet requirements of the UNFCCC					
	Types of Support Provided (Enter the number of Training/TA activities for each category)				
Categories	Training	Technical Assistance	List the Activities that Contribute to Each Capacity Building Category	SO Number for Activity	CN/TN Number for Activity
Monitoring and verifying GHG emissions					
Growth baselines for pegging GHG emissions to economic growth					
Development of emissions reduction targets and timetables					
Support for joint implementation activities					
Support for Vulnerability and Adaptation Activities					
Other (describe)					
Other					
Other					
Other					
Other					
Total number of points for Training/Technical Assistance:	0	0			

Please fill in the YELLOW cells to complete the table.

TABLE 2.1

Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector

Indicator 1: Area where USAID has initiated interventions to maintain or increase carbon stocks or reduce their rate of loss

Indicator 2: Area where USAID has achieved on-the-ground impacts to preserve, increase, or reduce the rate of loss of carbon stocks

PLEASE SEE DEFINITIONS BELOW

USAID Activity Name		Location			Indicator 1			Indicator 2 Area where USAID has conserved carbon (hectares)			Additional information you may have (see codes below)	SO Number for Activity	CN/TN Number for Activity	Justification for Including Site
		Country	Region, Province, or State	Site	Principal Activities (see codes below)	Area where USAID has initiated activities (hectares)	Predominant Vegetation type (Codes below)	Indicator 2a	Predominant Managed Land Type (Codes Below)	Indicator 2b				
								Natural eco-systems		Managed lands				
1	SO2/COBS Program	Uganda	Kabale, Kisoro, Rukungiri Districts	Bwindi/Mgahinga NPs	1		A	36000			1,2	2		Indigenous afro-montane forest PAs where SO2 -supported Intl Gorilla Cons Program strengthens PA mgmt, ops
3	SO2/COBS Program	Uganda	Masindi& Gulu Dist	Murchison Falls Conserv Area	1	507200	G				1,2	2		Initiation of Gen. Mgmt Plan for improv. Mgmt & ops. Also, devel of Annual Ops plans
0	SO2/COBS Program	Uganda	Masindi Dist Env Action Plan	6 Parishes	3,4,5				1	1783	1,5	2		Starting to implem. Envir Action Plans reported in FY99 using combination of sustain ag and agroforestry
5	SO2/COBS Program	Uganda	Kisoro, Bushenyi & Rukungiri District	61 sub-counties	3,4,5	881100			1		1,5	2		Local gov't developing Envir Action Plans
6	SO2/COBS Program	Uganda	Kabale Dist	1 Sub-county	3,4,5				2	231	1,2,5	2		4360 m hedgerows planted for soil conservation

[illegible]

Codes for Land Use and Forestry Sector									
Principal Activities:		Predominant Vegetation Type:				Predominant Managed Land Type:		Codes for Additional Information:	
1	Conservation of natural ecosystems (may include protected area management, extraction of non-timber products, etc. but <i>not</i> timber harvesting.)	A	Tropical evergreen forest	H	Tropical grassland and pasture	1	Agricultural systems: Less than 15% of the area under trees	1	Maps Geo-referenced site coordinates Biomass inventory Rainfall data Soil type data
2	Sustainable forest management for timber using reduced-impact harvesting (non-timber forest products may also be harvested)	B	Tropical seasonal forest	I	Temperate grassland and pasture	2	Agroforestry systems: Greater than 15% of the area under trees	2	
3	Afforestation/reforestation/plantation forests	C	Temperate evergreen forest	J	Tundra and alpine meadow	3	Plantation Forests: At least 80% of the area under planted trees	3	
4	Agroforestry	D	Temperate deciduous forest	K	Desert scrub	4	Protected areas	4	
5	Sustainable agriculture	E	Boreal forest	L	Swamp and marsh			5	
		F	Temperate woodland	M	Coastal mangrove				
		G	Tropical open forest / woodland	N	Wetlands				
		O	Mediterranean forest / Vegetation						

Definitions: Natural Ecosystems	
Natural Ecosystems	Any areas that have not experienced serious degradation or exploitation of biomass, and without significant harvest of biomass. This includes protected areas, areas used for the extraction of non-timber forest products, and community-managed forests with minimal timber extraction. Areas where non-timber forest products are harvested can be counted in this category but not those that are managed for timber. The latter are included in 2b below. The distinction is important as different approaches are employed in estimating carbon for "natural areas" (2a) and "managed areas" (2b). Natural areas include: (1) protected areas; (2) areas where non-timber forest products are extracted if significant biomass is not removed (often managed as community-based forest management areas); and (3) any other areas which exclude larger-scale biomass harvest from a management regime including many areas managed by communities and/or indigenous groups.
Definitions: Managed Lands Categories	
Sustainable Forest Management for Timber, using Reduced Impact Harvesting (RIH)	<p>A timber management activity will be considered to have a positive impact on carbon (relative to conventional methods) if it employs RIH practices and/or other key criteria. RIH is a package of practices proven to minimize environmental damage and carbon emissions during the logging of natural tropical forest. To be included, an activity must include most of the following practices:</p> <ul style="list-style-type: none"> - tree inventorying, marking and mapping; - careful planning and marking of skidder trails; - vine cutting prior to harvest, where appropriate; - directional felling of trees; - appropriate skidding techniques that employ winching and best available equipment (rubber tired skidder/animal traction) to minimize soil - proper road and log deck construction; - a trained work force and implementation of proper safety practices; - fire mitigation techniques (fire breaks); - existence of a long-term management plan. <p>Report on the area where government, industry or community organizations are carrying out forest management for commercial timber using the techniques above, or forest management areas that have been "certified" as environmentally sound by a recognized independent party. Only the area where sound planning and harvesting is being currently practiced should be included (not the whole concession or forest).</p>
Agroforestry	Agroforestry covers a wide variety of land-use systems combining tree, crop and/or animals on the same land. Two characteristics distinguish agroforestry from other land uses: 1) it involves the deliberate growing of woody perennial on the same unit of land as agricultural crops and/or animals either spatially or sequentially, and 2) there is significant interaction between woody and non-woody components, either ecological or economical. To be counted, at least 15 percent of the system must be trees or woody perennials grown for a specific function (shade, fuel, fodder, windbreak). -- Include the area of land under an agroforestry system in which a positive carbon benefit is apparent (i.e., through the increase in biomass, litter or soil organic matter). Do not include agroforestry systems being established on forestlands that were deforested since 1990.
Reforestation/ Afforestation	The act of planting trees on deforested or degraded land previously under forest (reforestation) or on land that has not previously been under forest according to historical records (afforestation). This would include reforestation on slopes for watershed protection; mangrove reforestation or reforestation to protect coastal areas; commercial plantations and community tree planting on a significant scale, and/or the introduction of trees in non-forested areas for ecological or economic purposes. -- Include the area under reforestation or afforestation (i.e., plantation forests and/or community woodlots). Do not include natural forested areas that have been recently deforested for the purpose of planting trees. Do not include tree planting in agroforestry systems (include this under agroforestry).
Sustainable Agriculture	<p>Agricultural systems that increase or maintain carbon in their soil and biomass through time by employing certain proven cultural practices known</p> <ul style="list-style-type: none"> - no-tillage or reduced tillage - erosion control/soil conservation techniques, especially on hillsides - perennial crops in the system - higher crop yields through better nitrogen and soil management - long-term rotations with legumes - the use of organic mulches, crop residues and other organic inputs into the soil - better management of agrochemicals, by stressing careful fertilizer management that will increase yields while minimizing the use of petro-based
Special Instructions: Creating a Copy of this Spreadsheet	
Step 1	Finish filling any cells you are working on and hit " Return " or " Enter ".
Step 2	Click on " Edit " in the menu bar, above. Go down and click on " Move or Copy Sheet ". The "Move or Copy" dialog box will open. (NOTE: You may also open this dialog box by using the right button on your mouse to click on the "T4-2.1 Land Use" tab near the bottom of the screen.)
Step 3	Next, scroll down in the dialog box and click on " T2.1 Land Use ".
Step 4	Next, click on the box at bottom to Create a copy .
Step 5	Hit " OK ". A new copy of T2.1 Land Use will appear in the row of tabs near the bottom of the screen. PLEASE NOTE: Some cells may not retain all the original text when the sheet is copied, especially in the definitions sections.

Please fill in the YELLOW cells to complete the table.

TABLE 2.3							
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector							
Indicator 3: National/sub-national policy advances in the land use/forestry sector that contribute to the preservation or increase of carbon stocks and sinks, and to the avoidance of greenhouse gas emissions							
PLEASE SEE DEFINITIONS BELOW		Enter the number of separate steps for each measure					
Policy Measure	Scope (N or S)	STEP 1: Policy Preparation and Presentation	STEP 2: Policy Adoption	STEP 3: Implementation and Enforcement	List Activities Contributing to Each Policy Category	SO Number for Activity	CN/TN Number for Activity
Facilitates improved land use planning	N		1	6	Study on the transfer of central gov't resources to sub-ctys to implement Plan for Modernzn Agric--capacity building, sustain agric, agroforestry, wetlands mgmt; 6 parish EAPs implem	2	
Facilitates sustainable forest management							
Facilitates establishment and conservation of protected areas	S	1	2		GenMgmt Plan in prep for Murchison Falls Cons. Area; Annl Ops Plan process adopted for all Prot. Areas in UWA system to improve mgmt&ops; QE GMP approved	2	
Improves integrated coastal management							
Decreases agricultural subsidies or other perverse fiscal incentives that hinder sustainable forest management							
Corrects protective trade policies that devalue forest resources							
Clarifies and improves land and resource tenure							
Facilitates improved land use planning	S		14		14 Sub-cty enviro action plans (EAP) apprvd & combined into 1 Dist EAP for masindi Dist	2	
Facilitates sustainable agriculture & conservation farming	S	61		1	61 sub-cty EAPS in early draft prep. for Bushenyi, Kisoro, Rukungiri Dist; 1 watershed mgmt plan iplem for conserv farm and agrofor	2	
Other							
Other							
Other							
Sub-total(number of policy steps achieved)		62	17	7			
Total (number of policy steps achieved):					86		

Definitions: Scope	
National Policies (N)	Policies that influence issues on a countrywide level.
Sub-national Policies (S)	Policies that affect a tribal nation, province, state or region that are neither national nor site specific in impact.
Definitions: Policy Steps Achieved	
Policy Measure	"Policy measures" may include documentation demonstrating a legal, regulatory, or other governmental commitment to a defined course of action. Thus, for example, "policy measures" would include: a national, state, provincial, or local law; a regulation or
Policy Preparation and Presentation (Step 1)	Draft bill, policy or regulation, vetted through relevant stakeholders in government, non-government, the private sector and civil society, and introduced for debate in appropriate legislative, regulatory, or governmental body.
Policy Adoption (Step 2)	Policy intervention is approved and adopted by the appropriate administrative agency or legislative body. Can take the form of the voting on a law; the issuance of a decree, etc.
Policy Implementation and Enforcement (Step 3)	Actions that put the policy interventions into effect, such as agency personnel trained in procedures, appropriate institutions created or strengthened, or legislation implemented through the appropriate government agency.

Please fill in the YELLOW cells to complete the table.

TABLE 2.4	
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Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector

Indicator 4: Value of Public and Private Investment Leveraged by USAID for Activities that Contribute to the Preservation or Increase of Carbon Stocks and Reduction of Greenhouse Gas Emissions

PLEASE SEE DEFINITIONS BELOW

Activity	Source of Leveraged Funds	Methodology for determining amount of funding	Direct Leveraged Funds	Indirect Leveraged Funds	SO Number for Activity	CN/TN Number for Activity
PMA non-sect cond grant study	Cooperating donors	6 donors incl USAID cooperated in funding study	\$89,000		2	
Envir Action Plans	World Bank	WB sponsoring EAPs in 10 Districts; revision of methods led by USAID	\$325,000		2	
Total:			\$414,000	\$0		

Definitions: Funding Leveraged

Direct Leveraged Funding	<p>Funding leveraged directly in support of current USAID activities and programs, including:</p> <ul style="list-style-type: none"> - funding leveraged from partners for joint USAID activities; - funding for activities in which USAID developed enabling policies, regulations, or provided pre-investment support (prorated); - obligated or committed funding for direct follow-on MDB loan programs (prorated); - obligated or committed funding for direct follow-on private-sector funded programs that reach financial closure (prorated); - joint implementation investments; - Development Credit Authority investments.
Indirect Leveraged Funding	<p>Funding dedicated by other donors or governments to replicate programs that USAID initiated, but which USAID does not or will not itself fund.</p>

Please fill in the YELLOW cells to complete the table.

TABLE 2.5a				
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector				
Indicator 5a: Increased Capacity to Address Global Climate Change Issues				
Types of institutions strengthened to address GCC issues	Number of Institutions Strength-ened	Names of Associations, NGOs, or other Institutions Strengthened	SO Number for Activity	CN/TN Number for Activity
NGOs	9	ICRAF,COVOL,AWF/IGCP,Africare,ACDI/VOCA; 4 rural CBOs	2	
Private Institutions				
Research/Educational Institutions	1	Agro-for res. Network for Africa	2	
Public Institutions	18	16 Sub-cty Envir/prod committees, Ug wldlfAuth; natlEnvirMgtAuth	2	
Total Number of Institutions Strengthened:	28			

Please fill in the YELLOW cells to complete the table.

Table 2.5b					
Result 2: Reduced Net Greenhouse Gas Emissions from the Land Use/Forest Management Sector					
Indicator 5b: Technical Capacity Strengthened through Workshops, Research, and/or Training Activities					
	Types of Support Provided (Enter the number of Training/TA activities for each category)				
Category	Training	Technical Assistance	List the Activities that Contribute to Each Capacity Building Category	SO Number for Activity	CN/TN Number for Activity
Advancing improved land use planning	23	4	Parish, sub-cty, Dist EAP trng;	2	
Advancing sustainable forest management					
Advancing establishment and conservation of protected areas	7	3	TA missions to devel, train & mentor in annl ops plng in Parks; TA-led workshops in GenMgmtPlan	2	
Advancing integrated coastal management					
Advancing decreases in agricultural subsidies or other perverse fiscal incentives that hinder sustainable forest management					
Advancing the correction of protective trade policies that devalue forest resources					
Advancing the clarification and improvement of land and resource tenure					
Agro-forestry,wtrshd cons,cons frmng	47	7	Research, on-farm trials,exten in nursery estab, fodder prod,	1 & 2	
Other					
Other					
Other					
Other					
Number of categories where training and technical assistance has been provided:	77	14			

Please fill in the YELLOW cells to complete the table.

TABLE 3.1

Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas

Indicator 1: Emissions of Carbon Dioxide Equivalents Avoided, due to USAID Assistance (Measuring Carbon Dioxide, Methane, and Nitrous Oxide)

**PLEASE SEE FUEL TYPE CODES
BELOW**

PLEASE SEE FUEL TYPE CODES BELOW	3.1 A - CO2 Emissions avoided through renewable energy activities			3.1 B - CO2 emissions avoided through end use energy efficiency improvements			3.1 C - CO2 emissions avoided through energy efficiency improvements in generation, transmission, and distribution (including new production capacity)				
Activity	3.1A: MW-h produced in electricity generation	3.1A: BTU's produced in thermal combustion	3.1A: Fuel type replaced (use codes)	3.1B: MW-h saved	3.1B: BTU's saved in thermal combustion	3.1B: Fuel type saved (use codes)	3.1C:MW-h saved	3.1C: BTU's saved in thermal combustion	3.1C: Fuel type saved (use codes)	SO number for Activity	CN/TN Number for Activity
Totals:	0	0		0	0		0	0			

**PLEASE SEE FUEL TYPE CODES
BELOW**

[illegible]

Codes for Fuel Type			
Fuel Types		Code	Fuel Name
Liquid Fossil	Primary Fuels	A	Crude oil
		B	Orimulsion
		C	Natural gas liquid
	Secondary Fuels	D	Gasoline
		E	Jet kerosene
		F	Other kerosene
		G	Shale oil
		H	Gas/diesel oil
		J	Residual fuel oil
		K	LPG
		L	Ethane
		M	Naphtha
		N	Bitumen
		O	Lubricants
		P	Petroleum coke
		Q	Refinery feedstocks
		R	Refinery gas
		S	Other oil
Solid Fossil	Primary Fuels	T	Anthracite (coal)
		U	Coking coal
		V	Other bituminous coal
		W	Sub-bituminous coal
		X	Lignite
		Y	Oil shale
		Z	Peat
	Secondary fuels/ products	AA	BKB & patent fuela
		BB	Coke oven/gas coke
CC		Coke oven gas	
		DD	Blast furnace gas
Gaseous Fossil		EE	Natural gas (dry)
Biomass		FF	Solid biomass
		GG	Liquid biomass
		HH	Gas biomass

Please fill in the YELLOW cells to complete the table.

TABLE 3.3

Result 3: Decreased Net Greenhouse Gas Emissions from the Energy Sector, Industry, and Urban Areas

Indicator 3: National/sub-national policy advances in the energy sector, industry and urban areas that contribute to the avoidance of greenhouse gas emissions

PLEASE SEE DEFINITIONS BELOW

Policy Measure	Scope (N or S)	STEP 1: Policy Preparation and Presentation	STEP 2: Policy Adoption	STEP 3: Implementation and Enforcement	List Activities Contributing to Each Policy Category	SO Number for Activity	CN/TN Number for Activity
Facilitates improved demand side management or integrated resource planning							
Facilitates competitive energy markets that promote market-based energy price decrease fossil fuel subsidies, or allow open access to independent providers							
Facilitates the installation of energy efficient or other greenhouse gas reducing technologies, including improved efficiencies in industrial processes							
Facilitates the use of renewable energy technologies							
Facilitates the use of cleaner fossil fuels (cleaner coal or natural gas)							
Facilitates the introduction of cleaner modes of transportation and efficient transportation systems							
Promotes the use of cogeneration							
Other (describe)							
Other							
Other							
Other							
Other							
Sub-total (number of policy steps achieved):		0	0	0			
Total (number of policy steps achieved):				0			

Definitions: Scope	
National Policies (N)	Policies that influence issues on a countrywide level.
Sub-national Policies (S)	Policies that affect a tribal nation, province, state or region that are neither national nor site specific in impact.
Definitions: Policy Steps Achieved	
Policy Measures	"Policy measures" may include documentation demonstrating a legal, regulatory, or other governmental commitment to a defined course of action. Thus, for example, "policy measures" would include: a national, state, provincial, or local law; a regulation or decree; guidance issued by an agency, ministry, or sub-national body; a land use plan; a National Environmental Action Plan; a Climate Change Action Plan; or a National Communication to the IPCC. The term "policy measures" does not include technical documentation, such as technical reports or land use maps, nor site-specific activities reported under Indicators 1 and 2 (e.g., legal demarcation of individual site or granting of community access to single location).
Policy Preparation and Presentation (Step 1)	Draft bill, policy or regulation, vetted through relevant stakeholders in government, non-government, the private sector and civil society, and introduced for debate in appropriate legislative, regulatory, or governmental body.
Policy Adoption (Step 2)	Policy intervention is approved and adopted by the appropriate administrative agency or legislative body. Can take the form of the voting on a law; the issuance of a decree, etc.
Policy Implementation and Enforcement (Step 3)	Actions that put the policy interventions into effect, such as agency personnel trained in procedures, appropriate institutions created or strengthened, or legislation implemented through the appropriate government agency.

Please fill in the YELLOW cells to complete the table.

Table 3.4				
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas				
Indicator 4: Strategies/Audits that Contribute to the Avoidance of Greenhouse Gas Emissions				
Activity	Number of audits or strategies completed	Number or audit recommendations or strategies implemented	SO Number for Activity	CN/TN Number for Activity
Total:	0	0		

Please fill in the YELLOW cells to complete the table.

TABLE 3.5						
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas						
Indicator 5: Value of Public and Private Investment Leveraged by USAID for Activities that Reduce Greenhouse Gas Emissions						
PLEASE SEE DEFINITIONS BELOW						
Activity	Source of Leveraged Funds	Methodology for determining amount of funding	Direct Leveraged Funds	Indirect Leveraged Funds	SO Number for Activity	CN/TN Number for Activity
Total:			\$0	\$0		

Definitions: Funding Leveraged	
Direct Leveraged Funding	Funding leveraged directly in support of USAID activities and programs, including: <ul style="list-style-type: none"> - funding leveraged from partners for joint USAID activities; - funding for activities in which USAID developed enabling policies, regulations, or provided pre-investment support - obligated or committed funding for direct follow-on MDB loan programs (prorated); - obligated or committed funding for direct follow-on private-sector funded programs that reach financial closure - joint implementation investments; - Development Credit Authority investments.
Indirect Leveraged Funding	Funding dedicated by other donors or governments to replicate programs that USAID initiated, but which USAID does not or will not itself fund.

Please fill in the YELLOW cells to complete the table.

TABLE 3.6a

Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas

Indicator 6a: Increased Capacity to Address Global Climate Change Issues

Types of institutions strengthened to address GCC issues	Number of Institutions Strength-ened	Names of Associations, NGOs, or other Institutions Strengthened	SO Number for Activity	CN/TN Number for Activity
NGOs				
Private Institutions				
Research/Educational Institutions				
Public Institutions				
Total Number of Institutions Strengthened:	0			

Please fill in the YELLOW cells to complete the table.

Table 3.6b					
Result 3: Reduced Net Greenhouse Gas Emissions from the Energy Sector, Industry and Urban Areas					
Indicator 6b: Technical Capacity Strengthened through Workshops, Research, and/or Training Activities					
	Types of Support Provided (Enter the number of Training/TA activities for each category)				
Category	Training	Technical Assistance	List the Activities that Contribute to Each Capacity Building Category	SO Number for Activity	CN/TN Number for Activity
Improved demand-side management or integrated resource planning					
Competitive energy markets that promote market-based energy prices, decrease fossil fuel subsidies, or allow open access to independent providers					
Installation of energy efficient or other greenhouse gas reducing technologies, including improved efficiencies in industrial processes					
Use of renewable energy technologies					
Use of cleaner fossil fuels (cleaner coal or natural gas)					
Introduction of cleaner modes of transportation and efficient transportation systems					
Use of cogeneration					
Other (describe)					
Other					
Other					
Other					
Other					
Total number of points for Training/Technical Assistance:	0	0			

Please fill in the YELLOW cells to complete the table.

Table 4								
Result 4: Reduced Vulnerability to the Threats Posed by Climate Change								
Indicator: USAID Programs that Reduce Vulnerability to Climate Change								
PLEASE SEE DEFINITIONS BELOW								
Key Area	Country	Budget	Duration	Type of Program (see codes below)	Description	SO Name	SO Number for Activity	CN/TN Number for Activity
iii, v	Uganda	\$5.2 mill (EPED & AFRENA); \$0.575 mill IDEA; \$23 mill FFP coop sponsors	FY97-FY00; FY01-FY04; FY97-FY02	1, 3	Food for Peace/TitleII w/4 coop. Sponsors - ACIDI/VOCA, Africare, World Vision; TechnoServe & 25 sub-grantees; IDEA proj; dairy projects; agro-forstry for inc. food security/conservtn farming (AFRENA/EPED)	SO1-Inc. Rural HH Income; SO2-Consrv bio-d for inc benefit to society		
iv	Uganda	\$6.9 mill	FY97-FY02	1	Support to UgWildfAuth & AWF for mgmt & ops in Bwindi,MgahingaNP (afro-montane forest); QueenEliz&MurchisonFalls Cons Areas; on-farm bio-d w/agrofstry; EPED redux encroachmt in bio-d reserve; Lk Vic.water hyacinth mgmt;	SO2-Consrv bio-d for inc benefit to society		
iv	Uganda	\$4.2 mill	FY00-FY02	1	Support to EnvirActionPlan&implemetation @local level in pariches,sub-counties & Districts adjacent to biodiversity reserves and NatlParks	SO2-Consrv bio-d for inc benefit to society		
v	Uganda	\$121.6 mill	FY93-FY03	1,2,3	Bed nets for mosquito control, Vitamin A suppl recommendation & awareness, voluntary family planning services, improve maternal and child health, reduce the spread of HIV/AIDS. Activities cover about 35 percent of the total population.	SO4-Inc Serv Utilza & Changd Behaviors for Reprod, Maternal & Child Health in Selectd Dists		
ii, iii, v	Uganda	\$3.24mill	FY99-FY01	1,2,3	Several grants under No. Uganda Food Security Initiative; others specifically aimed at reducing vulnerability to unsafe water and por sanitation.	SpO-Improvcd Foundatn for Reintegration of Targeted Areas of N. Uganda		

	Key Area Codes	Definitions	Codes for Type of Programs
Coastal Zones	i	Number of programs that are reducing the vulnerability of coastal populations, infrastructure, habitats and living resources to accelerated sea level rise or other environmental changes associated with climate change (e.g., water availability, resource availability, temperature).	1. Urban/Infrastructure
			2. Natural Resource
Emergency Preparedness	ii	Number of programs that are increasing ability to cope with and minimize the damage from natural disasters (e.g., drought, famine, disease outbreaks) through surveillance, early warning, emergency preparedness, capacity building, etc.	1. Early Warning System
			2. Humanitarian Response
			3. Capacity Building
Agriculture & Food Security	iii	Number of programs that are increasing adaptability and resilience of agriculture and food systems to changes in temperature, water availability, pest and pathogen presence or prevalence, soil moisture and other changes in environmental parameters (e.g., crop diversification, water conservation and delivery, flexible market and trade systems).	1. Research and Development
			2. Policy Reform
			3. Extension/ Demonstration
Biodiversity/Natural Resources	iv	Number of programs that are increasing the adaptability of natural ecosystems and levels of biodiversity to changes in temperature, water availability, pest and pathogen presence or prevalence, soil moisture and other changes in environmental parameters (e.g., establishment of biological corridors, habitat conservation, preservation of ex situ germplasm).	1. Preservation of Biodiversity
			2. Forest Conservation
Human Health and Nutrition	v	Number of programs that are reducing vulnerability to climate change through improved access to and quality of health services, vector control, nutrition and environmental health interventions.	1. Improved Quality of Health Services
			2. Vector Control
			3. Improved Nutrition

GREATER HORN OF AFRICA INITIATIVE (GHAI)

I. GHAI and the USAID/Uganda Program. USAID/Uganda utilizes GHAI resources to support both its own development strategy and the GHAI strategic objectives, and moreover has also successfully integrated the GHAI principles across the bilateral program. African Ownership: Each SO team has close supportive relations with government and other Ugandan counterparts, and they assist in development of intermediate results. Ministers, Members of Parliament, local government leaders and NGOs consistently express appreciation for USAID's collaborative and partner-oriented approach to development. No activity is approved until the Mission has explicitly discussed it with all participating partners, a process that ensures local ownership. A key reason USAID/Uganda continues to achieve impressive results is that all programs build upon the objectives and priorities of our counterparts. Strategic Coordination: USAID provides substantial leadership among donors in economic growth, environment, education, HIV/AIDS, health and family planning, governance, and the reintegration of Northern Uganda, through sector-wide groups and consultative meetings. Linking Relief to Development: The Mission's Special Objective for Northern Uganda not only addresses the GHAI strategic objectives, it also seeks to create an enabling environment for sustainable development. A measure of the program's success is the increasing number of USAID, and other donor-funded, development programs being implemented in the North. Regional Approaches: USAID's environment program has contributed to regional conservation efforts of the world's remaining mountain gorillas in Uganda, Rwanda, and the Democratic Republic of Congo (DRC); as well the program works in coordination with the East African Community – Uganda, Rwanda and Kenya - in the biological control of the weed Water Hyacinth. The economic growth objective incorporates regional perspectives in its market information, trade reform and investment initiatives. The Special Objective in the North focuses efforts on mitigating conflict and improving stability in the region – specifically in bordering Sudan and DRC. Promoting Stability: All of USAID/Uganda's strategic objectives reflect this principle. Broad-based economic growth, natural resource conservation, improved basic skills and better health, and a more participatory and accountable government all contribute to peace and stability.

II. GHAI Strategic Objectives. The Mission program contributes significantly to two of the GHAI strategic objectives.

A. GHAI SO1 – Strengthened African Capacity to Enhance Regional Food Security

By contributing to regional food security, the Northern Uganda Food Security (NUFS) program supports GHAI IR 1.1 (Enhanced African Capacity to Increase Sustainable Agricultural Production). Two USAID grants, covering five of the ten northern districts, focus on crop production/productivity, natural resource management, marketing, and income generation. During the first season in 2000, 6,332 farmer group members in Gulu, Kitgum, Lira, Apac and neighboring Masindi participated in research and on-farm activities. Fifty-seven on-farm trials were conducted for maize, beans, sunflower and groundnuts. 1,544 ha of selected crops were planted by participating farmers, and 963 tons of various crops were produced. In Gulu and Kitgum, the total area planted for improved maize, for example, was 386 ha compared with 10 ha for local varieties. A total of 354,201 kg of seeds were sold through the input distribution system in 2000, while seed redistribution to IDP camps totaled 8905 kg. Additionally, 40 public

technology promotion demonstrations were held, in which 11,917 farmers and entrepreneurs participated. A PL 480 Title II food security program in the North complements the efforts of the NUFS program. Since January 2000, 9,046 smallholder households in Gulu and Kitgum are participating in the program, with nearly 60% headed by women. SO1 also contributes to regional food security through traditional and non-traditional trade.

Water Hyacinth. The infestation of Lake Victoria by water hyacinth threatens the ecological health of the lake, and the economic life and food security of lakeshore communities. The Mission's largest GHAI-funded activity supports the *Regional Lake Victoria Water Hyacinth Control Program* (GHAI IR 1.6). Activities in water hyacinth management continued to operate at a regional scale during FY 2000. The program began its biological control of the weed in Rwanda as colonies of weevils were released at nine sites in the Kagera river basin, a key Rwandan watershed draining to the Lake. Efforts to complete a regional Environmental Impact Assessment (EIA) for water hyacinth control among the three-nation East African Community (EAC-Uganda, Kenya and Tanzania) were realized at years end, when USAID, REDSO and partners – Clean Lakes, Inc. and the Africa Center for Technology Studies (ACTS) – intensified negotiations with the EAC to finalize terms of reference for the EIA.

Reintegration, Employment and Income Generation. Despite insecurity in Gulu and Kitgum, and the outbreak of the Ebola hemorrhagic fever in Gulu in 2000, the Reintegration, Employment and Income Development for the North (REIN) activity employed over 4000 people (one-third of whom were women) for rehabilitation of community roads using labor-intensive construction methods. Beneficiaries have begun business development training to select, plan and manage income-generating activities, and to form rotating savings and credit associations.

B. GHAI SO2 – Strengthened African Capacity to Prevent, Mitigate and Respond to Conflict

Alternative Basic Education for Karamoja. GHAI funds are used to support basic education for the children of Karamoja (Moroto and Kotido districts). This area is rife with tribal and clan conflicts – internally, with neighboring districts, and across the border with Kenya and Sudan. Most Karamojong children have no chance to attend formal schools or to be exposed to outside cultural influences. The Alternative Basic Education Program for Karamoja (ABEK) was developed by the Karamojong and includes dispute resolution as part of the curriculum. It is reaching almost 13,000 children, two-thirds of them girls, with plans to expand to over 56,000 over the next two years. In addition to providing basic education for these children, the activity is expected to lead to long-term changes in social behavior and cultural values around conflict that will benefit the people of Karamoja and their neighbors in the region.

Conflict Pilot Activities Fund. A grant from the GHAI Conflict Pilot Activities Fund is being used to support efforts of the local authorities, and religious and traditional leaders to sensitize the people in Gulu and Kitgum districts on the need and processes for reconciliation and attaining long-term peace. During 2000, this activity supported sensitization meetings in all 49 sub-counties of the two districts to encourage people to accept and reconcile with returning former Lords Resistance Army (LRA) rebels, and formerly abducted children, using traditional methods of conflict resolution.

USAID/UGANDA Updated Results Framework Strategic Objective and Intermediate Results FY 2000	
Strategic Objective	Intermediate Results
1: Increased Rural Household Income	1.1: Increased Commercial Agricultural Production 1.2: Increased Productivity of the Dairy Sector 1.3: Increased Use of Financial Services 1.4: Micro and Small Agricultural and non-Agricultural Enterprises Created and Expanded 1.5: Strengthened Legal and Regulatory Framework for Business Development
2: Critical Ecosystems Conserved to Sustain Biological Diversity and to Enhance Benefits to Society	2.1: Critical Ecosystems Managed to Ensure Biological Integrity 2.2: Pressure on Critical Ecosystems Reduced 2.3: Supportive Framework for Conservation and Sustainable Development Strengthened
3: Quality Basic Education for an Increased Percentage of Ugandan Children	3.1: Increased Availability of Primary Schooling 3.2: Improved Quality of Instruction 3.3: Improved Support for Girls' Participation in Primary Schooling 3.4: Financial Support to Education Sector Maintained 3.5: Improved Technical Efficiency and Institutional Capacity
4: Increased Service Utilization and Changed Behaviors Related to Reproductive/ Maternal/Child Health in Selected Districts	4.1: Increased Availability of Reproductive/ Maternal/Child Health Services 4.2: Improved Quality of Reproductive/ Maternal/Child Health Services 4.3: Enhanced Sustainability of Reproductive/ Maternal/Child Health Services 4.4: Improved Knowledge and Perceptions Related to Reproductive/Maternal/Child Health
5: Civic Pluralism Expanded and Constitutional Checks and Balances Implemented	5.1: Increased Civil Society Participation in Advocacy, Public Decision Making and Oversight of Government in Target Areas 5.2: Improved Decentralized Local Government Functions in Targeted Districts 5.3: Enhanced Capacity of Parliament to Perform Legislative Branch Functions 5.4: Increased Effectiveness of Justice System
SPO: Improved Foundation for Reintegration of Targeted Areas of Northern Uganda	6.1: Meeting Critical Needs of Targeted Populations 6.2: Increased Livelihood Security in Selected Areas 6.3: Increased Awareness and Capacity to Prevent, Mitigate and Respond to Conflicts

Strategic Objective No. 1: Increased Rural Household Income

ATAIN: A USAID SUCCESS STORY

Most farmers in Uganda do not regard farming as a business. For most of rural Uganda, farming is a low input - output system characterized by very low returns to labor and negligible capital investment. Consequently, USAID and other donors have favorably responded to the recent GOU call to modernize and commercialize agriculture. However, adoption of improved technologies is still limited by poor input supply networks that characterize the rural areas. Most dealers in agricultural inputs are urban-based and do not have sufficient financial resources to afford the risk inherent in building a network of village-based stockists.

The Agribusiness Training and Input Network (ATAIN) program was developed in 1998 under the IDEA project and funded under the ACDI/ VOCA PL-480 activity in response to the growing demand by smallholder farmers for agricultural inputs, and the need to make such inputs accessible and affordable at the village level. Under this program, a credit guarantee mechanism was established that allows wholesalers and distributors to extend credit facilities to rural input stockists, which in turn enables them to carry adequate inventory of selected inputs. Through this mechanism, the IDEA activity links stockists to distributors and trains the distributors and stockists in record keeping, credit documentation and management, inventory control, product safe use handling and storage, product knowledge, and marketing techniques.

The ATAIN program has recorded remarkable achievements. The number of rural-based input stockists has increased nearly three fold, the number of farmers served has increased more than 5 times, and the total annual value of inputs sold through the ATAIN program has increased from less than \$190,000 in 1998 to over \$1 million by the end of 2000. This year alone, despite the poor season at the start of the year, over \$200,000 worth of seed and \$350,000 worth of fertilizers were sold by the 5 ATAIN distributors through 178 ATAIN stockists, reaching over 45,000 farmers. The total sales by ATAIN distributors to ATAIN stockists, non-ATAIN stockists and private commercial farmers for the year was over \$1,000,000.

Overall, the ATAIN program has had a positive impact on distributors, stockists and farmers with increases in the number of participants and improvement of individual performance. For instance, Rakai Farm Supply (RFS) shop joined the ATAIN program in 1998 as a small shop conducting a negligible volume of business. Now, RFS is a leading distributor of seeds, fertilizers and agro-chemicals in Rakai, Masaka and Ssembabule districts of Southwestern Uganda. Originally supplying 8 stockists, RFS now supplies 40 ATAIN stockists and a similar number of non-ATAIN stockists. During this year alone, RFS had a turnover of over \$250,000.

Through the ATAIN program, RFS has overcome its biggest barriers to business development: lack of credit facilities and limited product knowledge. RFS now has credibly conveyed its viability and credit-worthiness to its suppliers. A combination of strong linkages between RFS and suppliers on one hand and trained stockists on the other has considerably improved both the accessibility and affordability of inputs to the farmer. ATAIN's comprehensive approach covering several aspects of business and product training has created a successful network of agricultural input stockists in the Rakai area with RFS as their main distributor.

Strategic Objective No. 1: Increased Rural Household Income

NABUKA DAIRY COOPERATIVE SOCIETY: A USAID SUCCESS STORY

During the 1970s and 1980s, continuing conflict in Uganda reduced the number of improved dairy cows and, in turn, wiped out the Uganda dairy industry. In the early 1990s, the private sector took a lead role in revitalizing the almost non-existent industry. Since 1994, the USAID/Uganda Dairy Business Development activity, implemented by Land O'Lakes (LOL), has been using various methods to improve the dairy sector in order to contribute to continued and sustained economic growth.

At the start, the hurdles in the dairy industry included limited use of improved dairy breeds, low farm-gate milk prices, lack of market information and market planning, lack of technical advice on herd and farm management practices, and inadequate milk processing facilities and distribution systems. By assisting small- and medium-sized dairy processing co-operatives and associations, LOL has improved the efficiency of dairy operations. LOL provides training in grassroots co-operative development, association formation and building, milk production and dairy product development, processing and marketing, agribusiness management, and private extension service provision.

Nabuka Dairy Co-operative Society (NDCS) is one of the many farmer-owned dairy co-operatives and associations that have benefited from this activity. NDCS started in 1991 as an association formed from three farmers groups: Nakago, Bugerere and Kanisa. The objective of the association was to help member farmers market their milk as well as improve their farm management operations. In 1998, through the USAID/LOL interventions and by virtue of its objectives, Nabuka changed its status from an association to a co-operative limited by share capital and with a mandate to conduct dairy business.

NDCS now has 250 registered members with 95 of these delivering milk daily. NDCS has increased its daily milk collections from 500 litres per year in 1998 to 2200 litres per year in 2000. The gross income of members has increased from Ush. 200,000 (\$111) in 1998 to Ush. 1,100,000 (\$611) in 2000. Each day, the co-operative adds value to 500 litres of milk by making it into yogurt, valued at Ush. 801,025/- (\$445) per 500 litres.

At the start, the only service to NDCS members was to market their milk. Now, services include private artificial insemination and veterinary services, farm supplies and farmer credit. With the co-operative in place, the farmers are promptly paid every two weeks for their milk deliveries. NDCS has used excess funds for a savings and credit scheme which has already realized a total of Ush. 2,770,000/- (\$1,539) in 2 months. This money will be loaned to members, at market interest rates, to enable them to expand their operations.

As an effort to create awareness and expand markets for its milk and milk products, NDCS actively participates in the annual June Dairy Month promotional campaigns, National Agricultural Shows, and Trade Fairs. Consequently, NDCS has expanded its marketing outlets to include 2 lock-up shops in Mukono town and 2 vending points in Tororo and Gulu districts. Two farmer groups have been formed in Kayunga and Nakifuma areas with an agreement to deliver 700 litres of milk daily to NDCS. These groups now constitute potential secondary cooperative partners.

Future plans for NDCS include establishment of a 15,000 litre capacity mini dairy plant on land already purchased by NDCS, acquisition of a milk tank and maturation of the savings and credit scheme into a lending village bank.

**Strategic Objective No. 2: Critical Ecosystems Conserved to Sustain Biological Diversity
and to Enhance Benefits to Society**

***THE ENVIRONMENTAL PROTECTION AND ECONOMIC DEVELOPMENT (EPED)
PROJECT: PROTECTING PARKS AND PROMOTING ECONOMIC GROWTH***

There are numerous parks and reserves in Uganda where biodiversity is being preserved. Unfortunately, poverty is the driving force behind illicit use of natural resources in many of these areas. The USAID-funded Environmental Protection and Economic Development (EPED) Project, which began in 1996, has undertaken a conservation and development approach in Murchison Falls National Park and the adjacent Bugungu and Karuma Game Reserves that involves resolving conflict and providing greater economic opportunities to the communities of these critical areas.

The project, now in its second phase, has three components: building district capacity to effectively plan and manage its resources; stabilizing buffer zone communities through provision of basic infrastructure; and supporting smallholder agriculture as the basis of economic development. The project has worked very closely with communities in Masindi district including organized sectoral committees elected by the people at the village, parish and sub-county levels, as well as some formal community based organizations (CBOs).

EPED worked closely with the CBOs and communities to provide incentives for those who needed to relocate out of the protected areas, as well as for those who were using protected resources. 125 families were relocated from the Karuma Game reserve to a 1000 ha. tract that was offered by Masindi District, and by individuals who agreed to accept new settlers in their communities. As land is an important and treasured commodity in Uganda, this was a progressive step. The land was surveyed and divided into parcels of 8 ha. per relocated family. Seven boreholes and 10 springs were developed, as well as two health posts that were staffed by district health officers.

In order to protect parks and also promote economic growth, technical and financial support was given to the District for environmentally sound planning at all levels. This planning has resulted in the development of 14 sub-county development plans and 43 Community Action Plans (CAP), using both participatory methodologies and rural development planning. Additionally, a three-year Masindi District Sustainable Development Plan was prepared and adopted. Strategies to attract potential investors to the area include a District-wide feasibility study of hydro-electricity generation, irrigation and water supply on the Waki River and establishment of a District Resource Center.

EPED worked with SO2's Grants Management Unit to craft a proposal that would deliver further results in Masindi District, and expand its operations into Nakasongola (a newly created district). The interventions include: implementing priority activities in Masindi as identified with the LC Environmental Action Plans; developing Community Use Resource Agreements – a new approach that supports agreements between communities and Protected Area authorities for resource access and joint management; completing a feasibility study for sustainable commercial charcoal production; strengthening the EAP process in Nakasongola District to incorporate environmental management into the District Development Plan (DDP); and supporting Masindi

and Nakasongola LC authorities and community groups in developing and marketing proposals that capture resources and direct them at environmental “hot spots” or areas of concern.

Strategic Objective No. 3: Quality Basic Education for an Increased Percentage of Ugandan Children

COMMITMENT TO UPE MORE THAN DOUBLES STUDENT ENROLLMENT

Historically, a child's access to education in Uganda has been linked to availability of funds for school fees within their family unit. In a country that has a per capita income of \$330 per year, the number of families that can afford school fees to educate their children has been limited.

To address this problem, the Government of Uganda instituted a Universal Primary Education (UPE) Program, providing free education through the seventh grade for four children per family, two girls and two boys. The UPE program, now in its fourth year, has consistently contributed to increases in enrolment; the number of pupils in primary school has increased from 2.9 million in 1996 to 6.8 million in 2000. Ninety-five percent of all children aged 6-13 years are currently enrolled in primary school, and there is only a 2% gap between boys and girls. The net enrolment ratio of 95 percent reflects the fact that many overage children, and former drop-outs have also taken advantage of the UPE program.

In line with USAID's conditionality for Non-Project Assistance (NPA), the Government has sustained an increasing share of recurrent discretionary budgetary expenditure allocated to the education sector, which supports UPE. The share has grown from 22% to 31% over the past seven years, and of this, a minimum of 65% is allocated to primary education. The increase in funding has permitted a number of other improvements to be implemented. Capitation grants, which provide discretionary funds for certain categories of expenditure directly to schools on the basis of pupil enrollment, now reach over 10,500 schools, although the resources available are not sufficient to meet all school requirements. 26,000 permanent classrooms will be built over the next three years. The pupil/textbook ratio core subjects has improved from 23:1 to 6:1 since the advent of UPE. Although the upsurge in enrollment has led to unacceptably high pupil/teacher ratios; the Government, in conjunction with USAID and other budget support funding agencies under the Education Strategic Investment Plan (ESIP), has agreed to recruit an additional 25,000 teachers, which will lead to a reduction in class size. Under the Teacher Development and Management System, the skills of over 25,000 existing teachers have been improved and upgraded.

Other provisions of the UPE policy, aimed at improving the education system, include the following guidelines: uniforms are no longer compulsory; textbooks are provided by the school, not the parents; schools are not allowed to establish or impose their own fees or payments; Primary Leaving Examination (PLE) fees are now paid by the Government; and no child can be barred from enrollment or attendance on financial grounds.

Though these achievements hold some gaps, such as consistently lower completion rates for girls, the Government is addressing the issues as they surface. In order to strengthen support for girls' persistence and performance in education, the Government has been implementing a national plan to promote girls' education, which was successfully launched by the Vice-President in June 2000.

Strategic Objective No. 3: Quality Basic Education for an Increased Percentage of Ugandan Children

THE AMBASSADOR'S GIRLS' SCHOLARSHIP PROGRAM – PROMOTING GIRLS EDUCATION THROUGH USAID/ UGANDA

Attaining education at the secondary level is challenging in a developing country, especially for girls. Though the Government of Uganda is supporting primary education through the Primary Education Reform program, many girls who have performed well in primary school are not attending secondary school because they are unable to pay school fees.

President Bill Clinton launched the Education for Development Initiative (EDDI) in 1998, aiming to support innovative programs for the strengthening of education and democracy in selected African countries. In 2000, Uganda received a grant from EDDI for \$380,000 under the Ambassador's Girls' Scholarship and Mentoring program. The goal of this program is to promote equity in education, with the objectives of providing rural needy girls an opportunity for quality secondary education; keeping these girls in secondary school; enabling needy girls to access tertiary education in key areas relevant to the development of Uganda; and mentoring girls into good careers and meaningful lives.

The Ambassador's Girls' Scholarship and Mentoring program has a two-tier approach, providing funding for the entire four years of secondary education, as well as a mentoring component that provides girls the opportunity to meet women in various professional positions. The grant has enabled 180 bright, but needy girls to attain secondary education in 17 of the best girls' secondary schools throughout the country. The component devoted to mentoring has enabled the girls to meet recognized women judges, engineers, doctors, scientists, mathematicians, environmentalists and agriculturists. These women have offered guidance to the girls and encouraged them to aspire to higher levels of education and profession.

This program has significantly enhanced girls' education and has provided a strong platform to build upon. The girls in the program, now in their second year, are performing well and will be a valuable contribution to Ugandan society. With this great start, USAID/Uganda intends to continue this program for an additional 200 girls in the coming year.

Strategic Objective No. 4: Increased Service Utilization and Changed Behaviors Related to Reproductive, Maternal and Child Health

NEW MARKETING CAMPAIGN INCREASES PROTECTOR SALES BY OVER 50%

HIV/AIDS has had a devastating effect on the country of Uganda, which was seen as the epicenter of the pandemic in the early 1990s. HIV seroprevalence, as high as 30% in some sentinel surveillance sites, has revealed that the highest rates are in younger age cohorts.

USAID/Uganda implemented multiple approaches against HIV/AIDS. One consistently successful intervention, the social marketing of condoms, is targeted to the most vulnerable group – young adults. By socially marketing condoms, USAID has been able to provide a good quality product, distributed through many areas of the country, at a reasonable low price.

Now, 10 years after the first condoms were introduced to the market, the project has sold over 10 million condoms in one year. There was a dramatic increase in sales – up from just 4 million in 1999 – that can be attributed to a number of marketing and distribution innovations introduced by Commercial Market Strategies. CMS realized that the condom market was a competitive one so they strengthened market driven techniques in 2000 to sell more condoms. The private sector techniques have not only increased CMS condom sales, but have also increased total condom sales in Uganda, which have skyrocketed in the last couple of years.

First and foremost, CMS invested time and resources in understanding the Protector (brand name) user and how Protector fits into the condom market in Uganda. Who buys Protector? What do consumers like about Protector's image? To get to know the consumer's opinions about Protector, CMS used exactly the same techniques as Uganda's successful commercial enterprises. In market surveys, CMS discovered that Ugandan consumers believe happy and responsible people use Protector. CMS re-oriented the marketing campaign to fit these newly discovered beliefs and perceptions and launched with the line – "My Choice." A choice to be responsible, a choice to enjoy life to its fullest. The advertising featured very cool Ugandan young adults having fun and choosing Protector. Radio adverts in four languages soon followed with young adults making real life choices at the hairdresser and at the disco, "but just because I am young, doesn't mean I am stupid. There's only one natural choice. Protector: My Choice. Every time."

The campaign has sparked new life into Protector not only among consumers, but also within the trade. There was a large emphasis put on marketing through the private sector, which provided the greatest means of distribution. The success of the 'My Choice' campaign contributed to more retailers stocking Protector with sales growing to almost 1 million in the month after the campaign launch.

The project also made some internal changes that mirror what goes on in the private sector. The commission structure for the sales team was improved upon to ensure the sales people kept Protector available and accessible to consumers in pharmacies, general merchandise shops, bars, lodges, petrol stations and drug shops. A new sales tracking system was incorporated to regularly evaluate where more distribution was needed. All of this contributed to improved distribution, sales, and use of Protector, which, in turn, results in lives saved and a decreased spread of HIV/AIDS.

**Strategic Objective No. 5: Civic Pluralism and Constitutional Checks and Balances
Implemented**

DECENTRALIZATION EFFORTS IN TWO UGANDAN DISTRICTS SHOW RESULTS

Local Governments in Uganda derive their mandates and functions primarily from the Local Government Act of 1997. In Gulu and Kamuli Districts, approximately 650 Councilors at District and Subcounty levels were elected into office in 1998. At the time of their election a significant number lacked the skills and experience necessary for them to fulfill their mandates, and many were seeking office for the first time. In response to this situation, the Central Government has created a strong and solid framework for implementation of a decentralization policy. Unfortunately, there have been serious gaps between functional responsibility and existing capacities with respect to actual implementation.

The objectives of the Decentralization project are to improve selected local government decentralized functions, as well as increase civil society organization (CSO) involvement in decision making, advocacy and government oversight. Facilitation of an interactive consultative process with various institutions and members of the donor community led to the identification and development of criteria for the selection of two pilot districts (Gulu and Kamuli) in which to begin.

Since the start of the pilot, in October 1999, Gulu and Kamuli District Local Governments have been quite active. The major events have been the Capacity Building effort that has seen the passage of 534 (96 women) elected, appointed and Civil Society Organization representatives trained in the three areas of local governance and leadership, financial management and budgeting as well as gender. The same audience has also been the target of a separate but connected mentoring effort, designed principally to enhance the understanding and applicability of the training in the trainees' workplaces. Already participants and citizens in the communities report increasing awareness of budget, planning, gender and governance issues directly resulting from the training and mentoring. Insights from separate evaluations reveal increased women's participation in Local Government operations in Kamuli District and an increasing sensitivity to gender concerns during planning, budgeting and financial management. In Gulu district, two women have been elevated to positions of leadership through promotion and recruitment in the Local Council.

In the area of increasing CSO involvement in advocacy, decision making and Government oversight, Kamuli district has reported that the CSOs have been working together with the District Council officials to build local capacity and enhance service delivery. The Kamuli NGO forum is now being invited to the District Technical Planning Committee and the forum has in turn co-opted the District Planner on its Board.

The pilot Decentralization Project has proven to be effective, which has resulted in significant improvements in the district levels of compliance with the Local Government Act of 1997. In one year, the two districts have improved their capabilities in planning; budgeting and financial management, which has enabled them to qualify for the Capacity Building Fund (CBF) and the Local Government Development Fund (LGDF).

The Democracy and Governance objective will build on the success of the two pilot districts and expand to six additional districts in 2001.

Special Objective #1: Reintegration of Northern Uganda
USAID/UGANDA ASSISTS IN THE FIGHT AGAINST EBOLA

On October 12th, 2000, an Ebola epidemic broke out in Gulu District, northern Uganda. Ebola Hemorrhagic Fever is a deadly disease, with no cure and a case-fatality rate of 50-90%. For the first time, Ebola had struck in a densely populated area, fueling concerns that the epidemic would spread rapidly. These concerns were justified as the epidemic reached overpopulated internally displaced people (IDP) camps, with poorly equipped and understaffed health centers. It was soon apparent that it would take a massive containment effort to control Ebola.

With more than three years' presence in Gulu District, and in partnership with USAID, Action Against Hunger (ACF)-USA was able to contribute to the WHO-led international response. ACF-USA provided full logistical and administrative support to the Medecins sans Frontieres (MSF) medical team, allowing them to become operational overnight. ACF-USA also responded quickly to the emergency water and sanitation needs of the health centers where new cases were being admitted. As the epidemic unexpectedly spread to the neighboring district of Masindi in mid-November, the Ministry of Health requested assistance to provide emergency water supplies to a health unit that had been selected as a screening center for Ebola patients. The USAID/ACF-USA partnership was able to respond within 24 hours. OFDA support to preparedness efforts through previous grants allowed ACF-USA's teams to put emergency systems in place as permanent structures were being developed.

By the end of November, a new surge in the number of admissions made it clear that contact tracing activities had to be bolstered. And, as the number of discharged patients increased, it also became apparent that the reintegration of former patients had to be supported in face of the communities' reluctance to readmit them within the villages.

In both cases, ACF-USA's health education teams contributed to the overall effort, tracing more than 175 contacts over one month. In the village of Lajwatek, the teams arrived to find that a woman named Akello and her two children were ill with Ebola. Akello refused to be hospitalized, fearing that her brother, Odong, would burn her house and seize her land. In response, the health education team organized a meeting between Odong and the village elders, detailing the situation and describing adequate steps to take care of Odong's family. As a result, Akello and her children accepted treatment, and her property rights were guarded.

As Akello sadly passed away, Odong himself became infected and was hospitalized. He fortunately recovered and was discharged with his two nephews. He was surprised to be greeted by the Lajwatek community upon his return. All his possessions and his land had been safely preserved, and the reintegration of his family proved very easy, thanks to the community and the efforts of the health education team.

As of February 2001, the epidemic has finally been declared to be over. While this epidemic was the largest community-based outbreak of the Ebola virus yet recorded, thanks to a remarkable level of international and national cooperation, early intervention and education probably prevented a much wider outbreak, and saved hundreds if not thousands of lives.

USAID/UGANDA
Evaluations, Assessments and Studies Completed in FY 2000

SO	Title or Subject	Target Date
SO1	Africare/ACDI/VOCA Evaluation	March 2000
	Competitiveness Strategy Design	February 2000
	AIMS Microfinance Impact Study	February 2000
	Africare Baseline Nutritional Assessment	October 2000
	Bellmon Analysis	August 2000
SO2	UWEC Mid-term Evaluation	September 2000
	Analysis of DEAP Planning Process	April 2000
SO4	CLEAR-7 Pilot Study	November 1999
	JHPIEGO Internal Assessment	January 2000
	AMREF STD Training Evaluation	December 1999
	TASO Client Satisfaction Survey	December 1999
	DISH Health Facility Survey	March 2000
	Post-Abortion Care Pilot Evaluation	November 1999
	DISH Household Survey	December 1999
	Household Survey, Bednet Use/Feasibility	May 2000
	SEATS Final Evaluation	April 2000
	TASO Community-Based Activities Evaluation	June 2000
	Consumer Interest Survey (CMS)	Sept. 2000
SO5	Baseline Assessment (2 Districts) for Capacity-Building Program	April 2000
	Parliamentary Needs Assessment	February 2000
	Corruption Action Plan Assessment, Ministry of Ethics and Integrity	July 2000
	Public Opinion Survey: Referendum	September 2000
SPO	ATI Mid-term Review	February 2000
	AAH Mid-term Review	February 2000
	Karamoja Food Security Assessment	February 2000
	Redd Barna/ABEK First Annual Review	August 2000
	COVOL DERO Project Final Evaluation	February 2000

USAID/UGANDA**Evaluations, Assessments and Studies Planned for FY 2001**

SO	Title or Subject	Target Date
SO1	Post-PRESTO Microfinance Activity Design	December 2000
	Post-PRESTO Business Development/SME Activity Design	December 2000
	IEE Pesticide Assessment	March 2001
	Dairy Sector Evaluation and Competitiveness Study	November 2000
	ACDI/VOCA Final Evaluation	May 2001
	AFRICARE Final Evaluation	July 2001
	Strategic Options for SO7 Assessment	April 2001
SO2	Water Hyacinth Management Project Evaluation	May 2001
	COVOL Shea Project Evaluation	October 2000
	AFRENA Assessment	May 2001
	Environmental Accountability Study – WRI	May 2001
	ARD-COBS Assessment	July 2001
	Strategic Options for SO7 Assessment	April 2001
	Environmental Threats and Opportunity Assessment	May 2001
SO3	Determinants of Quality Primary Education (completed by Min. of Education)	October 2000
	Education Module, DHS	May 2001
	IEQ Lessons Learned Assessment	May 2001
	TDMS Evaluation (Ministry of Education)	March 2001
SO4	Supervisory Guidelines Pilot Evaluation	June 2001
	Adolescent Reproductive Health Pilot Evaluation	November 2000
	Condom Distribution Study	November 2000
	Demographic and Health Survey	May 2001
	Emergency Contraception Pilot Study	December 2002
	Drug Access Analysis	May 2001
	Analysis of public and private health sectors	May 2001
	CARE Assessment (feasibility of complete coverage)	September 2001
	UPMA Analysis (service delivery)	September 2001
SO5	Democracy, Governance and Conflict Assessment	February 2001
	District Assessment for Decentralization – Phase II	February 2001
SPO	AVSI Mid-term Evaluation	December 2000
	Save the Children Denmark Mid-term Evaluation	December 2000
	CARE/REIN Project Impact Assessments	June 2001
Crosscutting	Gender Analysis	April 2001
	Food Security Assessment	April 2001
	ICT Assessment	April 2001

Information Annex Topic: Institutional and organizational development

What the information annex will be used for: prepare the cross-cutting theme chapter of the FY 2000 Performance Overview. The 2000 revision of the Agency Strategic Plan includes five cross-cutting themes in addition to the six Agency goals and the management goal. It also includes a commitment to report on one of the themes in depth in the Performance Overview each year. Institutional and organizational development has been chosen as the theme to be reported on in the 2000 Performance Overview.

The Performance Overview chapter aims to document the following points, based on the information requested:

- * support for institutional and organizational development is systematically programmed in results frameworks for the majority of Agency OUs;
- * support for institutional and organizational development systematically cross-cuts Agency goal areas in OU programs;
- * institutional and organizational development support is provided to public sector, private for-profit and private non-profit organizations consistent with program objectives;
- * a variety of types of capacity-building (e.g., financial accountability and sustainability, management and

Guidelines for Identifying Institutional Capacity Development. An institutional development IR should contain two elements: (1) the name of the overarching institution concerned and (2) the change taking place. IRs Institutions are defined as the "rules of the game" and the measures for enforcing those rules. In other words, for our purposes, institutions refer to the broad political and economic context within which development processes take place. These include policies, laws, regulations, and judicial practices. They also refer to less tangible practices like corruption, presence or lack of transparency and accountability. The rules and norms we are concerned with are political and economic, not social. Not every IR about policy is to be called institutional development. If the IR is about adopting/implementing a specific policy, it is not institutional development-- it falls under the goal area for the sector it addresses. Include only IRs about changing the

Guideline for Identifying Organizational Capacity Development IRs. The IR should have these elements: (1) It must name or allude to a specific organization or type of organization (an organization is a group of individuals bound by some common purpose to achieve objectives) and (2) it has to how or what action is being done to develop the organization.

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* Institutions that are defined as public sector, such as Parliament and Local Government, work in partnership with community-based organizations and NGOs.

INSTITUTIONAL AND ORGANIZATIONAL ANNEX
USAID UGANDA
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			INSERT ADDITIONAL IRs INDICATORS AS NEEDED			
Instructions						
Using the definitions of institutional and organizational development stated on the Definitions tab on this Excel workbook, OUs are required to: verify that the IRs and indicators identified for their programs fall within the definition of institutional and/or organizational development provided, correct the list as necessary to add or delete IRs and indicators that match the definition, and identify the recipients of institutional and organizational development support as public sector, private for-profit, private non-profit, marking all that apply in each case. Correct the IR list as necessary to add IRs that match the definition or to delete IRs that do not or that are no longer part of your results framework.						
Verification						
Codes: Y - IR falls within the definition N - IR does not fall with the defintion X - This IR has been changed, modified, or dropped.						
Public sector, private for profit, and private non-profit						
Codes: Y - Yes N - No						